

# LEVEL<sup>III</sup>

(2)

FINAL REPORT

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DUTY MODULE VALIDATION FOR  
ACCOMPLISHING TRAINING  
FEEDBACK

VOLUME I. SYSTEM DESIGN FOR  
TRAINING FEEDBACK

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November 14, 1977

M. Reid Wallis  
Warren P. Davis  
Arthur L. Korotkin

Prepared for

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL & SOCIAL SCIENCES  
5001 Eisenhower Avenue, Room 6S26, Alexandria, Virginia 22333

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21. ABSTRACT (Continue on reverse side if necessary and identify by block number) R. A. Gibboney Associates, Inc., under contract to, and in collaboration with, the Army Research Institute for the Behavioral and Social Sciences (ARI), has developed and refined a unique personnel management system concept called the Duty Module. The Duty Module is a product of a procedure for representing clusters of tasks which go together statistically and logically so that jobs can be represented in a more specific manner than an MOS and with greater simplicity than task descriptions. It is anticipated that the Duty Module concept has great utility across the broad spectrum of requirements of a large scale personnel			

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20. management system.

↙ The purpose of the research described in this report was to develop a mechanism for providing objective feedback from the field regarding the adequacy of training in Army Service Schools. The existing Duty Modules were utilized as the basic job element for developing Performance Certification Components (PCC's) for the measurement of an officer's performance capability.

The Armor School was selected for the development and field verification of data elements for eventual use in a prototype training information feedback system.

Armor company/troop commanders and platoon leaders who had graduated recently from the Advanced and Basic officer courses and who are currently assigned to units at Fort Hood, Texas, were selected to comprise a survey sample in order to determine the adequacy of their preparation to perform in their duty positions.

↑ Supervisors of the survey sample were asked to rate the manner of performance of the sample.

It appears from this limited research that PCC's like Duty Modules apply in various combinations to officer duty positions without regard to duty position. Thus it may be appropriate to evaluate grade and branch qualification with SQTs and to evaluate duty position qualification with PCC's.

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## INTRODUCTION

The purpose of the research described in this report was to develop a mechanism for providing objective feedback from the field regarding the adequacy of occupational training in Army Service Schools. Critical elements in the development of such feedback information included:

1. Utilization of data elements, based on job analyses, which:
  - a. adequately represent Army jobs,
  - b. have essentially the same meaning in each job in which they are components,
  - c. have identifiable job products and required skills that can be measured in a job performance examination,
  - d. have a recognizable relationship to a training program subdivision, and
  - e. are not too unwieldy to store and process in automated systems.
2. Determination through objective means of criticality of each job data element to total assignment performance.
3. Creation of Performance Certification Components (PCC) for the measurement of performance capability on each of the job data elements.
4. Initial evaluation of both the acceptability of PCCs to supervisors and workers, and the extent to which the PCC measures appear to reflect objective observations of behavior.

Under previous research with USARI, sets of Duty Modules have been developed for positions in the Infantry, Ordnance, Quartermaster, Engineer, and Armor Branch. Duty Modules are defined as clusters of tasks which go together organizationally and occupationally in meaningful ways so that jobs can be represented in a more specific manner than MOS descriptions.

The current research utilized the Duty Module as the basic job element for developing PCCs for the measurement of an officer's performance capability. As a result of the work already done on Duty Modules, new job analysis requirements were thus held to a minimum.

## PROCEDURE

### Performance Certification Component (PCC) Development

Since the most recent and complete updating of Duty Module element information had been accomplished with Armor Branch in January of 1976 (Contract DAHC 19-75-C-0026), this branch was mutually agreed upon by Gibboney Associates and the COTR for the development and field verification of data elements in a prototype training information feedback system.

In order to identify jobs for officers which best reflect the optimum relationship of first assignment after completion of the Advanced (AOAC) and Basic (AOBC) Armor Officer Courses, the Programs of Instruction (POIs) for these courses were examined. The following missions have been extracted from the applicable POI:

#### AOAC:

Purpose: "To prepare combat arms officers to command Armor or other combined arms units at company level and to serve in staff positions primarily at battalion and brigade level."

#### AOBC:

Purpose: "To prepare newly commissioned officers for their first duty assignment with emphasis on command as platoon leaders of armor or armored cavalry platoons, and to perform company level duties."

Based on the stated purposes of the two courses and on discussions held with members of the Training Analysis Division, Directorate of Training Developments, The Armor School (TAS), on a visit to The Armor School in December 1976, the duty positions of company/troop commander for AOAC graduates and platoon leader for AOBC graduates were identified as best reflecting the optimum relationship of first assignment after completion of the respective courses. Due to the completeness of the recent job analysis of these selected assignments in connection with

the contract previously cited, the data elements for performance evaluation could be derived from the existing Duty Module Structure for these jobs.

In order to define the criticality dimensions for the job element requirements, reference was made to the Combat Arms Training Board (CATB) document "What-To-Train Task List" dated October 1974 which included a list of the critical and important tasks in eight combat arms MOS with a criticality rating for each task. The criticality values and definitions used by CATB are as follows:

- Value 0: Task is not relevant to survivability or mission accomplishment.
- Value 1: Task is relevant to survival or mission accomplishment but is relatively unimportant.
- Value 2: Task is important but not critical to mission accomplishment or survivability on the battlefield.
- Value 3: Task is critical for mission accomplishment or survivability on the battlefield.

These definitions were revised for use in this research as shown below with changes underlined.

VALUE OR DIMENSION	DEFINITION
0	Tasks are not relevant to survivability or to mission accomplishment <u>or are not performed by incumbent.</u>
1	Tasks <u>whose successful performance contribute towards high morale and efficient operations but are not critical to mission accomplishment or survivability on the battlefield.</u>
2	Tasks which are important <u>in order to comply with regulations, demonstrate leadership, and maintain discipline and combat readiness,</u> but which are not critical to mission accomplishment or survivability on the battlefield.
3.	Tasks which are <u>essential</u> to the accomplishment of the unit mission or to survivability on the battlefield.

These changes in definitions of criticality were made in an attempt to be more specific as to the differences between Values 1 and 2. Instruments to measure the criticality of the PCCs/job elements will be discussed in detail under the section entitled Survey Instruments. The instruments were administered to a small sample of nine incumbents and seven supervisors in order to establish the tentative value of each job element to total assignment performance.

A discussion was held at The Armor School with a representative of the Directorate of Training, and current Programs of Instruction (POI) for the Advanced and Basic officer courses were provided by the school. It was learned that the Basic course POI was undergoing a major revision; however, the approved new POI would not be available during the course of this research. With the approval of the COTR, the existing POIs of the two courses were compared to the separate job components appropriate for company/troop commanders and platoon leaders. See Appendix H for a comparison of POI subjects with Duty Module tasks. A panel of twelve experienced officers on the staff and faculty of The Armor School examined the tasks within the previously developed Duty Modules/job elements in order to eliminate tasks which are not important to the selected duty positions. Any task which did not receive an average criticality rating above 1 was dropped from further consideration for inclusion in new PCCs. See Appendix I for average criticality ratings by the panel of experts.

Tasks which were eliminated as a result of discussions and criticality ratings by this panel of experts are the following:

For Company/Troop Commanders

From Duty Module O-A-2: Perform general administration.

Tasks

0007 Establish and operate unit message center.

0013 Prepare daily bulletin or similar publication.

0021 Provide for reproduction and duplication services.

From Duty Module O-A-3: Exercises command authority in military justice matters.

Tasks

0024 Appoint investigating officers, boards, and members of courts-martial.

From Duty Module O-F-1: Performs supply operations at consumer unit level.

Tasks

0314 Prepare individual clothing and equipment records.

All of the above tasks apply at command levels above the company/troop.

For Platoon Leaders

From Duty Module O-A-2: Perform general administration.

Tasks

0003 Prepare and review administrative correspondence, memoranda, and reports.

0004 Prepare and review unit journal, historical records, and morning report (or change reports for centralized systems).

0005 Administer Unit Funds.

0006 Establish and monitor arrangements for collection and distribution of mail within units.

0007 Establish and operate unit message center.

0008 Screen incoming correspondence and distribute for action and information.

0013 Prepare daily bulletin or similar publication.

0017 Establish and operate suspense system.

0018 Authenticate orders and official correspondence.

0019 Establish and post files of records and regulations.

0020 Schedule appointments, conferences, and other such activities.

0021 Provide for reproduction and duplication services.

From Duty Module O-A-3: Exercises command authority in Military Justice matters.

Tasks

0023 Prefer charges.

0024 Appoint investigating officers, boards and members of courts-martial.

0025 Review and take command action on findings of investigating officers, courts, and boards.

0026 Exercise authority of non-judicial punishment under UCMJ.



From Duty Module O-E-1: Trains troops and/or civilian employees in units and activities.

Tasks

0280 Teach formal classes by lecture.

From Duty Module O-F-1: Performs supply operations at consumer unit level.

Tasks

0309 Prepare supply SOP and directives for unit supply.

0314 Prepare individual clothing and equipment records.

0316 Prepare reports of survey and droppage certifications.

0317 Process items for repair and salvage.

0318 Arrange for laundry and dry cleaning services and footgear repair.

All of the above tasks apply at command levels above the platoon.

Based on the above information new PCCs were developed from the revised Duty Module/job element data for each of the identified job components.

Assignment proficiency measures incorporating Duty Module/job element differential evaluations were developed for assessment of incumbents' performance at the beginning of the assignment immediately after completion of training and again after about six months of on-the-job performance. These instruments, which will be discussed under the section entitled "Survey Instruments" were designed specifically to reflect pass/fail, or qualified/not qualified judgments without attempting to measure relative standings or degrees of proficiency.

Rather than defining samples for longitudinal research on the relationships of formal training, initial on-the-job orientation, and subsequent assignment proficiency at three time points, it was decided in consultation with the COTR that data would be collected at two time points--less than three months on assignment and six to nine months on assignment--and that a cross-sectional survey was the only feasible approach due to time constraints involving the dates on which officers would be graduated from the advanced course of 26-weeks duration. Another mitigating factor was the extensive time gap between graduation and reporting for initial assignment for graduates of the Basic Course, many of whom attend Airborne, Ranger, and Motor

Officer courses in the interim. It simply was not possible to track the same officers from the time they graduated until they had been on their first assignment for six months - all in the span of a one year research effort - when one AOAC class graduated in December 1976, less than one month after the contract began and the next AOAC class graduated in July 1977, four months before the contract was to end. (See Appendix A for a schedule of classes.)

The COTR concurred in a proposal to select a cross-sectional sample of recent Armor School graduates, four from AOAC and four from AOBC, half of whom would have been on the job less than three months and half of whom would have been on the job from six to nine months, and their eight supervisors.

#### Field Verification

The Commander, United States Army Forces Command was requested to provide the survey sample in units stationed at Fort Hood, Texas. Headquarters III Corps and Fort Hood agreed to provide a sample which met the requirements shown in Appendix B, however operational requirements and personnel shortage made it infeasible. Neither of the two reconnaissance troop commanders were graduates of the Advanced course and one of the two tank company commanders and his supervisor were not made available for the survey. Incumbents and their supervisors in the following positions were made available to complete survey instruments and for in-depth interviews.

	<u>Position</u>	<u>Course From Which Graduated</u>	<u>Months In Command Position</u>
Incumbent:	Platoon Leader, 2nd Squadron, 1st Cavalry	Basic	1
Supervisor:	Troop Commander, 2nd Squadron, 1st Cavalry	N/A	N/A
Incumbent:	Platoon Leader, 2nd Squadron, 1st Cavalry	Basic	10
Supervisor:	Troop Commander, 2nd Squadron, 1st Cavalry	N/A	N/A
Incumbent:	Platoon Leader, 3rd Battalion, 67th Armor	Basic	5
Supervisor:	Company Commander, 3rd Battalion, 67th Armor	N/A	N/A

Incumbent:	Platoon Leader, 1st Battalion, 8th Cavalry	Basic	12
Supervisor:	Company Commander, 1st Battalion, 8th Cavalry	N/A	N/A
Incumbent:	Platoon Leader, 3rd Battalion, 67th Armor	Basic	1/4
Supervisor:	NONE		
Incumbent:	Platoon Leader, 3rd Battalion, 67th Armor	Basic	4
Supervisor:	NONE		
Incumbent:	Troop Commander, 2nd Squadron, 1st Cavalry	Not a graduate of Advanced Course	1
Supervisor:	Squadron Commander, 2nd Squadron, 1st Cavalry	N/A	N/A
Incumbent:	Troop Commander, 2nd Squadron, 1st Cavalry	Not a graduate of Advanced Course	10
Supervisor:	Squadron Commander, 2nd Squadron, 1st Cavalry	N/A	N/A
Incumbent:	Company Commander, 1st Battalion, 8th Cavalry	AOAC	7
Supervisor:	Battalion Commander, 1st Battalion, 8th Cavalry	N/A	N/A
Incumbent:	Company Commander, Tank Company	Not provided at Ft. Hood	
Supervisor:	Battalion Commander	" " " " "	

Ten additional company and platoon officers in armored cavalry units at Fort Hood were asked to complete "criticality" and "adequacy of preparation" survey instruments in order to provide some additional statistical data since the survey sample was so small.

### Survey Instruments

Survey packets similar to the examples in Appendices C, D, E, and F for supervisors and for incumbent company/troop commanders and platoon leaders were prepared for each participant. Included were:

- a. background discussion of the derivation of the Duty Module and Performance Certification Component;
- b. instructions as to the contents and procedure for completing the survey instruments;

- c. DA Form 4368-R, 1 May 1975 "Data Required by the Privacy Act of 1974" with accompanying Privacy Act Statement;
- d. personal data sheet; criticality and adequacy of preparation form for incumbents/criticality and Performance Certification Component evaluation for supervisors;
- e. structured interview instrument; and
- f. a questionnaire on guidelines for determining the appropriateness of formal versus on-the-job training for the applicable job elements.

All instruments in each survey packet were given the same identification number for purposes of subsequent rapid identification and analyses. Personal data other than the name of the respondent are shown in Part I of the cover sheet. In Part II the respondent was asked to indicate how much of the incumbent's time is spent performing the job elements described in the PCCs which apply to his particular duty position. Next the respondent was asked to read the definitions for the values or dimensions of criticality which were to be applied to each PCC/job element before rating the PCC as to its criticality in both a simulated combat and a garrison environment.

Respondents who were serving as incumbent platoon leaders or company/troop commanders were additionally asked to indicate whether they considered their preparation to perform the individual PCCs to be adequate or inadequate; and further, to show where they received the preponderance of their training--whether in a service school or OJT. Only when they felt that their preparation had been about equal in service school and in OJT were they to check both sources.

Respondents who were supervisors of participating incumbents were asked to read the PCC with all its inherent tasks and the performance standards which apply to each task and to certify those incumbents on all tasks and PCCs on which the prescribed standards have been met.

Respondents were then requested to read a list of general guidelines to determine the appropriateness of formal training versus on-the-job training for unspecified job elements and indicate their agreement or disagreement with each guideline.

Finally, respondents submitted to in-depth structured questioning designed to verify the information contained on the other survey instruments.

Ten additional captains and lieutenants in an Armored Cavalry Squadron completed survey instruments to indicate criticality of the PCC and adequacy of their preparation to perform the PCC. The purpose of this add-on sample was to provide sufficient data for some statistical analysis.

## RESULTS

### In-Depth Interviews (Incumbents)

Adequacy of formal school training: Respondents mentioned CBR; Military Justice; Counseling; use of available Local Assistance Teams such as Maintenance, Drug and Alcohol Abuse, and Learning Centers; TAMMS system; Equipment Log Books; First Aid; Tank Commander Duties; 4.2" Mortars; Reconnaissance Platoon Tactics; Fire Coordination; and Vehicle Maintenance as subject areas in which they felt a need for more school training.

Both First Aid and Methods of Instruction (MOI) are listed in The Armor School Officers' Basic Course (AOBC) POI as having been "considered for inclusion in the POI but course purpose realignment and other priorities within the 12-week course length precluded inclusion of the units". Most respondents said that these subjects had been taught in earlier training either in ROTC or at USMA.

Most respondents indicated that OJT had contributed to their increased knowledge in all PCCs applicable to their duty positions.

Additional duties which some respondents felt were substantive to their jobs but which are not included in the nine PCCs which apply to their duty positions are unit CBR Officer, Arms Room Officer, Investigating Officer, Pay Agent, Equal Opportunity Officer, Drug and Alcohol Abuse Officer, Race Relations instructor, Athletic and Recreation Officer, and Utilities Conservation Officer. Training to perform these additional duties was received either in on-post schools or OJT. Most respondents did not consider the additional duties to be more critical than their PCCs. It should also be pointed out that there are additional duty tasks which vary widely from unit to unit, from incumbent to incumbent, and from one time frame to another. For more information on the problem of training for "additional duty" tasks, see previous report: Hadley, H.I., The Design of a System of Job Analysis for Duty Positions that Infantry and Quartermaster Officers Fill, Dec. 1973, AIR Report, Contract DAHC 19-71-0004 and DAHC 19-73-0041. Pages 16-20.

Worker Acceptance of PCCs: Most incumbents did not feel that their manner of performance in their current duty positions could be evaluated solely on the basis of the PCC. Some felt that it is too difficult to evaluate such intangibles as counseling, supervising and organizing. Others felt that professionalism, initiative, aggressiveness, leading by example, cooperation with peers, courage, integrity, judgement, etc. must be included in an officer's evaluation. Most of the suggested additional items for evaluation are found in officer efficiency reports (OERs). One incumbent felt that if every officer would try to accomplish the PCCs and improve his ability through OJT, "we would have some fine officers".

Respondents saw some advantages to using PCCs for evaluating an officer's qualifications much as the Skill Qualification Test (SQT) is now used to evaluate enlisted job proficiency. They cited "revealing weak areas, evaluating technical proficiency, standardization of evaluation criteria, and regularity of evaluation rather than basing it on a change of raters as with the OER" as examples.

Disadvantages expressed were that local SOPs govern many functions such as maintenance, supply, and personnel procedures. An example is the 1st Cavalry Division's participation in the Consolidation of Administration at Battalion Level (CABL) system with Maintenance Administrative Centers (MAC), Supply Administrative Centers (SAC), and Personnel Administrative Centers (PAC) at battalion level. Another stated disadvantage is that an officer's job is primarily one of training and supervising others and therefore difficult to evaluate objectively. The only suggestion for removing subjective judgement from an officer's evaluation was to require platoon leaders to take SQT level 1 and 2 with their platoons.

Incumbents did not agree as to when the most opportune time occurs for evaluating officers on the PCC. Suggested times were three months, six months, and twelve months or one complete training cycle following assignment into the position to which the PCC apply.

Most officers in the survey sample felt that a knowledge of all the PCC which pertain to their present duty position would assist them in their professional development by defining what they must be able to do in order to be job qualified.

Incumbents estimated that 81 percent of their total working time in actual or simulated combat operations is accounted for by the nine PCCs applicable to platoon leaders and company/troop commanders. They estimated that 79 percent of their working time in garrison is accounted for by the same PCC. The remaining approximate 20 percent of their time is spent on additional duties such as CBR officer, Arms Room officer, A&R officer, etc.

#### In-Depth Interviews (Supervisors)

Adequacy of Formal School Training: Supervisors felt that more time in AOBC should be devoted to instruction in the following subject areas: UCMJ, disciplinary authority, problem solving, administrative discharge responsibility, track vehicle maintenance to include organizing a small unit maintenance program, and tank gunnery techniques.

Supervisors felt that more time in AOAC should be devoted to maintenance management at crew and operator level. It was called to the attention of the interviewer that under the Consolidation of Administration at Battalion Level (CABL) system, company commanders no longer have responsibility for organizational maintenance. Likewise, supply and personnel administration have been removed from the company level of responsibility.

All supervisor respondents expressed a desire to receive fully-trained (educated) company commanders and platoon leaders who would pick up local ground rules and SOPs on arrival and improve their effectiveness with experience. One supervisor who had two captains who are commanding companies prior to their attending AOAC explained that he thought commanders should be selected from officers who had demonstrated their manner of performance in the other jobs in the battalion rather than basing selection on their former schooling.

Possible subject areas mentioned as candidates for OJT in order to reduce time spent in service schools were maintenance, tactics, leadership, and additional duties performed by junior officers.



Supervisor Acceptance of PCCs: Most supervisor respondents felt that the PCCs adequately describe the duties of their subordinates. Some subject areas not covered were extra duties such as CBR, A&R, and Arms Room officer. One supervisor did not consider management and concerned leadership to be adequately covered in the PCCs. Only CBR and management were suggested by one supervisor as even more critical than some of the PCCs included in the survey.

Most supervisors felt that their evaluation of the incumbents' performances on the PCCs were a valid evaluation of their overall performance as a platoon leader/company/troop commander. One supervisor, however, said that the lack of stress and realism in a garrison situation render an evaluation of combat performance under garrison conditions invalid.

Most supervisors saw some advantages to using job elements for evaluating an officer's performance much as the SQT is used to evaluate EM job proficiency. Reasons included the confidence gained from being technically proficient, the importance of leading by example, and a subordinate's knowledge of a rater's opinion of him. The performance standards which accompany each PCC were considered sufficient for making subjective judgements where necessary.

It should be noted that there was no requirement to give a reason as to why an incumbent did not qualify on any task or PCC. Hence, a failure to qualify is not necessarily a reflection on his knowledge, intelligence, training, or ability. Examples as to why the incumbent was "not qualified" could be:

Evaluator or incumbent too recently assigned to permit observation.

No opportunity yet to demonstrate ability as in annual tank gunnery qualification or annual ARTEP evaluation.

OJT required to attain proficiency following initial training.

This lack of specificity as to the reason for nonqualification appears to be a weakness in the prototype PCC qualification form used in this survey in that curriculum designers at service schools will not know where the fault lies.

As is the case with incumbents, supervisors do not agree as to when an officer would be evaluated for certification, but they lean towards 12 months or one full training cycle from the time the evaluated officer assumes his position of command.

Supervisors estimate that a higher percentage of incumbents' total working time is accounted for by the nine PCCs which apply to their duty positions in that they felt that 92 percent of their combat or simulated combat time is covered and 88 percent of their garrison time is covered. This runs approximately 10 percent higher than the incumbents' own estimates as to how they spend their time, (81 percent and 79 percent respectively).

Guidelines to determine appropriateness of formal training versus OJT for specific job elements of the assignment: While most PCCs contain tasks which can be taught and learned both in service schools and OJT, most tasks are to be introduced, at least, in service schools and developed in follow-on OJT. The necessary degree of familiarization or technical proficiency in a task to be achieved in a service school prior to an officer's reporting for duty in a unit varies widely. While the guidelines to determine the appropriateness of formal versus OJT training for specific job elements of the assignment which were submitted to the survey sample for approval were accepted with one exception, it is extremely difficult to apply them without reservation to the tasks subsumed in a PCC.

Survey respondents: The following table depicts the duty positions and special attributes which were requested for a survey sample. It also shows the number of participants in the survey who were made available to complete survey forms and take part in interviews.

## Survey Respondents

A. Personnel/Position Requirements	No. Requested	No. Provided
Tank Platoon Leader	2	4
Immediate Supervisor	2	2
Recon Platoon Leader	2	2
Immediate Supervisor	2	2
Tank Company Commander	2	1*
Immediate Supervisor	2	1
Recon Troop Commander	2	2*
Immediate Supervisor	2	2
B. Special Considerations		
All incumbents to be graduates of AOBC or AOAC, whichever is appropriate to their grade.	8	5*
One incumbent in each position will have 1 month in the prescribed duty position. The other incumbent will have not less than 6 nor more than 9 months in the duty position.	8	3**

\*1 tank company commander was not available, 2 troop commanders had not attended AOAC.

\*\*1 was not available, 1 had 5 months, 2 had 10 months, and 1 had 12 months in duty position.

While 4 out of the 16 incumbent respondents available did not meet the specific criteria as to time served in their duty position, the time differences were minor and had far less bearing on the survey than the fact that 2 of the 3 incumbent troop/company commander respondents had not yet attended the AOAC. Further informal investigation by the research staff revealed on 30 July 1977 that 47 percent of the troop/company commanders in the 2nd Armored Division and 31 percent of those commanding companies/troops in the 1st Cavalry Division had not yet attended the AOAC, one of the main purposes of which is "to prepare combat arms officers to command Armor or other combined arms units at company level...".

During interviews with respondent troop/company commanders who had or had not yet attended the AOAC, those who had attended said that the course had not been interesting or challenging to officers who had already commanded troops/companies. Those who were already in command before attendance were not desirous of attending but wished they could receive constructive credit without attending the AOAC.

One incumbent tank company commander, a graduate of AOAC, had assumed command of his company while attached to the 1st Armored Division in Germany as a member of a "Brigade 75" unit. He was required to attend a two-week course for company commanders at the USAREUR school at Vilseck prior to assuming command of his company in accordance with 1st AD policy. The respondent found this training "invaluable" for his subsequent duties.

While this does not constitute an in-depth study of the AOAC timing or orientation it does raise some questions as to whether Armor officers should attend AOAC earlier in their career pattern (see Figure 1, page 18); whether the AOBC and AOAC should be combined into a single company grade officers' course; or, whether the curriculum of the current AOAC should be revised. Visits to The Armor School by members of the research staff indicated a trend in this latter direction. Perhaps advanced course graduates should be assigned to company command positions on DA orders for their first year subsequent to graduation and local commanders restricted from assigning non-graduates to command positions unless DA authorization is obtained. At any rate, attendance at the advanced career course by officers who have already commanded companies appears to be anticlimactic. If it is impractical to send them earlier in their career, consideration could be given to granting credit for the course based on duty positions filled satisfactorily.

Respondent supervisors commented that the AOBC is important to newly commissioned officers for reasons other than direct course curriculum benefits. One example is psychological in that they believe they are being taught what they will need to know in order to assume their first command of a platoon, thus instilling confidence. Another benefit, also psychological, accrues for formerly enlisted OCS graduates who have an opportunity to associate both socially and in the classroom with other officers before assuming their changed role as an officer. These benefits alone, if real and important enough, indicate that the ideal time for newly commissioned officers to attend AOBC is prior to their first assignment to a unit.

March 1974

Figure 1

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PROFESSIONAL DEVELOPMENT GUIDE - ARMOR SPECIALTY

AR	PHASES OF DEVELOPMENT	PROFESSIONAL DEVELOPMENT OBJECTIVES	ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION	
0	COLONEL		Brigade Commander	Professional Military Education	Spe
9				Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Superieure de Guerre AWC Non-Resident Course	Cooperative  Degree  Programs
8					
3					
2					
1	LIEUTENANT COLONEL Phase	Continue development in Armor specialty and an alternate specialty.	Post Commander Battalion Commander Commander, Special Forces Unit Brigade Staff Officer Division Staff Officer HQDA, JCS, OSD Staff Duty Service School Instructor MAAG and Mission Duty Reserve or National Guard Advisor		
0					
9					
8					
7				MAJOR Phase	Continue development in Armor specialty while emphasizing development in an alternate specialty.
6					
5					
4					
3	CAPTAIN Phase	Continue development in Armor specialty and commence development in an alternate specialty.	Company Commander Headquarters Commandant Instructor Battalion Staff Officer MAAG and Mission Duty Commander, Special Forces Unit		
2					
1					
0					
9				LIEUTENANT Phase	Commence development in Armor specialty. Acquire basic military knowledge and maximum practical leadership experience.
8					
7					
6					
5					

						PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)	
						Primary Specialty	Alternate Specialty
ASSIGNMENTS	OFFICER PROFESSIONAL EDUCATION					Armor	Operations and Force Development
	Professional Military Education		Specialty Education				DIVISION CHIEF DEPUTY CHIEF OF STAFF, MILITARY OPERATIONS
Platoon Commander						BRIGADE COMMANDER	
Company Commander							BRANCH CHIEF MANPOWER AND PERSONNEL SERVICES (OACSFOR, HQDA)
Battalion Commander, Special Forces Unit							
Platoon Staff Officer							
Company Staff Officer, JCS, OSD Staff							
Platoon School Instructor							
Platoon and Mission Duty Officer or National Security Advisor							
Platoon Commander, Special Forces Unit							
Platoon Staff Officer							
Company Staff Officer, JCS, OSD Staff							
Platoon School Instructor							
Platoon and Mission Duty Officer or National Security Advisor							
Platoon Commander							
Headquarters Commandant							
Platoon Staff Officer							
Platoon and Mission Duty Officer, Special Forces Unit							
Platoon Leader							
Platoon Executive Officer							
Training Officer							
Maintenance Officer							
Assistant Battalion Staff Officer							

## ANALYSIS

Due to the small size of the survey sample, no firm conclusions can be drawn for the data collected. The scope of the project did not allow for full field validation. Rather the research had the more limited objectives of providing a basic model and establishing the:

"Adequacy and utility of the Duty Module/job element definition and criticality definition of job performance standards for differential evaluation and for subsequent development of both PCCs and officer skill qualification tests.

"Relationship of differential job performance to formal school training program in order to define appropriate feed-back for school curriculum development.

"Guidelines to determine appropriateness of formal training versus OJT training for specific job elements of the assignment.

"Principles of generalization for other formal school curricula--both officer and enlisted."

We can assume, therefore, that each number representing actual survey respondents in the charts in the following figures represents 100 times itself in order to see what an analysis of the data would show.

### Adequacy of Preparation

Figure 2 on page 20 represents an assessment of the adequacy of preparation of incumbents to perform the nine PCCs as seen by themselves and by the add-on sample of company grade officers assigned to an Armored Cavalry Squadron. The source of the preparation is not identified.

# Adequacy of Incumbent Preparation

(Numbers represent the number of respondents who answered that their preparation was or was not adequate to perform the PCC listed)

PCC	0-A-2		0-A-3		0-A-10		0-A-11		0-E-1		0-F-1 <sup>3</sup>		0-U-1		0-U-3		0-U-6	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Recon Troop Commanders	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0
Tank Company Commanders	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0
Recon Platoon Leaders	1	1	1	1	1	1	2	0	2	0	2	0	2	0	2	0	1	1
Tank Platoon Leaders	2	2	2	1*	4	0	4	0	4	0	3	0*	3	1	1	2*	2	1*
Combined Incumbents <sup>1</sup>	6	3	6	2*	8	1	9	0	9	0	7	0*	7	2	5	3*	6	2*
Add-On Sample <sup>2</sup> Recon Squadron	5	4*	8	2	8	1*	8	2	8	2	3	6*	9	1	9	1	9	1

NOTES: 1. Nine incumbents in survey sample.

2. Ten company grade officers in add-on recon squadron sample.

3. Note correlation between incumbents and add-on sample except for PCC No. 0-F-1. This was a controversial PCC at Ft. Hood due to division participation in Project CABL (Consolidation of Administration at Battalion Level).

\* Indicates 1 or more respondents listed PCC as not applicable to position held.

Figure 2



The data would indicate that company commanders are more confident of their preparation than are platoon leaders and that tank company commanders and platoon leaders are more confident of their preparation than are recon troop commanders and platoon leaders. Interviews supported this feeling among AOBC graduates serving as recon platoon leaders that they would have liked more reconnaissance training included in the AOBC.

Incumbents and the add-on sample group in general feel adequately prepared except that the add-on sample lacks confidence in its preparation to perform PCC No. O-F-1, Perform supply operations at consumer unit level. Confidence is greatest among incumbents in PCC Nos. O-A-10, O-A-11, and O-E-1--counseling and evaluating subordinates, supervising troop appearance, and care and maintenance of unit equipment, and accomplishing the training program at required levels. The add-on sample, on the other hand, is most confident in PCC Nos. O-U-1, O-U-3, and O-U-6--directing and controlling employment of Infantry and Armor maneuver units, directing and controlling employment of recon/scout units, and participating individually and directly in ground combat.

Figure 3 on page 22 shows the primary source of preparation (education, training) to perform the nine PCCs in the opinion of incumbents and the add-on sample. Instructions to respondents were to check both sources (service school and OJT) if their contributions were approximately equal.

Incumbents generally attribute the greater part of their preparation to OJT with PCCs' O-A-3, Exercising command authority in military justice matters, and O-U-6, Participating individually and directly in ground combat, equally divided between formal schooling and OJT.

The add-on sample favored formal schooling for PCC Nos. O-F-1, O-U-1, O-U-3, and O-U-6 and OJT for PCC Nos. O-A-2, O-A-3, O-A-10, and O-E-1 with O-A-11 equally divided. Tank platoon leaders differed with other incumbents in that they alone ascribed the most of their preparation in PCC Nos. O-A-3 and O-U-6 to school rather to OJT. School preparation in PCC No. O-A-10 was the least in comparison with OJT according to incumbents while O-A-2 was least for the add-on sample.

# Source of Incumbent Preparation

(Numbers represent the number of respondents who listed their primary source of preparation to perform the listed PCC as school or OJT.)

PCC	0-A-2		0-A-3		0-A-10		0-A-11		0-E-1		0-F-1		0-U-1		0-U-3		0-U-6	
SOURCE	SCH	OJT	SCH	OJT	SCH	OJT	SCH	OJT	SCH	OJT	SCH	OJT	SCH	OJT	SCH	OJT	SCH	OJT
Recon Troop Commanders	0	2	1	2	0	2	1	2	1	2	2	2	1	2	1	2	0	2
Tank <sup>2</sup> Company Commanders	0	1	0	1	0	1	1	1	0	1	N/A	N/A	1	1	1	1	1	1
Recon Platoon Leaders	1	2	1	1	0	2	2	2	0	2	1	2	1	2	1	2	1	1
Tank Platoon Leaders	1	3	3	1	1	4	0	4	2	4	1	2	1	3	1	2	3	1
Combined Incumbents	2	8	5	5	1	9	4	9	3	9	4	6	4	8	4	7	5	5
Add-On Sample Recon Squadron	1	10	7	8	3	8	7	7	7	8	7	6	9	8	8	7	7	5

- NOTES: 1. Respondents could indicate both sources if they attributed their preparation to have been approximately evenly divided between the two.  
2. Tank company commander is assigned to a unit testing the CABL system of consolidated administration at battalion level.

Figure 3

Figure 4 on page 24 depicts the number of incumbents who were certified by their supervisors as being fully qualified on each of the nine PCCs. As discussed earlier, reasons for not being certified are not shown.

An examination of this chart indicates that platoon leaders incumbents with over six months in their duty positions are qualified to perform more PCCs than those with less than six months in their duty position. This information corroborates that in the previous chart which indicated that incumbents attributed most of their preparation to perform the PCCs to OJT.

It is also interesting to note that the troop/company commanders seemed about equally qualified whether they had been assigned for less or more than six months and that those who had not attended AOAC were as well-qualified on these PCCs as those who had attended.

Further comparison of Figures 2 and 4 reveals that supervisors see troop/company commanders as being qualified in the same PCCs that the troop/company commanders see themselves as being adequately prepared. The only disagreement is the applicability of PCC Nos. O-F-1, O-U-1, and O-U-3 to the duty positions where supervisors felt that PCC No. O-U-1 did not apply to recon troop commanders and that PCC No. O-U-3 did not apply to tank company commanders. The research staff concurs with the supervisor's interpretation. In addition one recon troop commander under the CABL system felt that PCC No. O-F-1 did not apply to his position. Figure 5 on page 25 presents this information more graphically where the number in the supervisor column represents the specific supervisor of that same number in the incumbent column, e.g., number 1 supervises number 1; number 2 supervises number 2, etc.

While Figure 5 does not present as striking an agreement between supervisor opinions of platoon leaders' qualifications and platoon leaders' opinions of their own preparation as it does for company/troop commanders, it is of interest to note that incumbent No. 4 had only been

**Number of Incumbents Certified by Their Supervisors as Fully Qualified  
In Performing the Nine Performance Certification Components (PCCs)**

PCC	0-A-2		0-A-3		0-A-10		0-A-11		0-E-1		0-F-1		0-U-1		0-U-3		0-U-6	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Incumbents Certified																		
Basic Course Graduates Less Than 6 Months On Job	2		2		2		2		2		1	1	1	1	1	1	2	
More Than 6 Months On Job	1	1	1	2	1	2	1	2	2	2					1	2		
Advanced Course Graduates Less Than 6 Months On Job																		
More Than 6 Months On Job	1		1		1		1		1		1		1		1		1	
NonGraduates AOAC Less Than 6 Months On Job	1		1		1		1		1		1		1		1		1	
More Than 6 Months On Job	1		1		1		1		1		1		1		1		1	

NOTE: N/A indicates that supervisor did not think incumbent performs the PCC.

Figure 4

# Comparison of Incumbent's Preparation with Supervisor's Certification

(Each number in the incumbent column represents a specific respondent. That same number in the supervisor column represents the specific supervisor of the incumbent with that number, e.g., 1 supervises 1; 2 supervises 2; etc.)

PCC	PLATOON LEADERS				TROOP/COMPANY COMMANDERS			
	SUPERVISOR		INCUMBENT		SUPERVISOR		INCUMBENT	
	Qual	Not Qual	Prep	Not Prep	Qual	Not Qual	Prep	Not Prep
0-A-2	1	2,3,4	3,4	1,2	5,6,7		5,6,7	
0-A-3	3	2, 4	1,2,	4	5,6,7		5,6,7	
0-A-10	1,2,3,4		1,2,3	4	5,6,7		5,6,7	
0-A-11	1	2,3,4	1,2,3,4		5,6,7		5,6,7	
0-E-1	1, 3	2, 4	1,2,3,4		5,6,7		5,6,7	
0-F-1	1,2,3		1,2	4	5,6,7		6,7	5
0-U-1	1,2,3	4	1,2,3,4			5	6,7	5
0-U-3	1	4	1, 4	2	6,7	5	6,7	5
0-U-6	1	2,3,4	1,2	4	5,6,7		5,6,7	

NOTE: N/A indicates that the respondent (supervisor or incumbent) felt that the PCC was not performed by the incumbent in which case no inferences are drawn on the incumbent's preparedness or qualification to perform the PCC.

Figure 5

in his duty position for one month and believed himself prepared to perform five PCCs in which his supervisor failed to certify him. Incumbent No. 2 had been in his duty position for only five months and felt prepared to perform four PCCs in which his supervisor was unwilling to certify him as qualified.

Incumbents Nos. 1 and 3 had been in their duty positions for 10 and 12 months respectively. There were a total of only three instances in which their combined opinion of their preparedness did not coincide with their supervisor's opinion of their qualifications. In two of the three instances of disagreement, the supervisors failed to certify the incumbents in PCCs in which the incumbents felt prepared to perform. In one instance the incumbent was certified as fully qualified even though he felt inadequately prepared.

It would appear that there is a correlation between time on the job (experience, OJT) and qualification to perform the PCC's/job elements. Also, there is a need for 6-12 months of observation under a supervisor in order to adequately assess an incumbent's qualification to perform in his duty position. The minimum time for assessment is generally in consonance with Army policy on efficiency reports - annually or 60 days minimum upon change in assignment or rating officers, whichever occurs first.

#### Guidelines to Determine Appropriateness of Formal Versus On-The-Job Training

In Figures 6 and 7 on pages 27 and 28 the number of respondents agreeing or disagreeing with each guideline for determining the appropriateness of formal (school) training versus OJT for the PCCs/job elements is indicated. The one instance of disagreement with the guidelines listed for choosing formal training was "when students are trained individually rather than together as a crew or team". Sixty (60) percent of the respondents did not agree. In-depth interviews with incumbents revealed a concern among graduates of the AOBC that they be fully qualified tank

Guidelines for Determining Appropriateness of Formal Training  
Versus On-The-Job Training for Job Elements  
 (Numbers represent the number of respondents who agreed or  
 disagreed with the guidelines.)

Formal Training is most appropriate when:	AGREE	DISAGREE
1. Subject matter is applicable to a relatively large student population.	13	2
2. Proper training facilities are so elaborate that the training must be centralized for their economical utilization.	14	1
3. A knowledge of the subject matter is necessary immediately for a newly commissioned officer while still in a student status.	13	2
4. The subject matter of the training is one which requires a high degree of standardization Army-wide.	12	3
5. The significance of the training in question is so great that it must be presented in a similar manner to all new officers.	14	1
6. Students are trained individually rather than together as a crew or team.	6	9
7. Department of the Army-level interest is sufficient to warrant inclusion into a school POI.	12	3
8. The training in question is necessary to prepare students for other subjects in the curriculum.	13	2
9. Equipment wear/damage and/or expendables consumed are such that it is more economical to centralize repairs and/or supply burden at a single location.	14	1
10. The subject matter is one that if the new officer did not learn it at the Service School he may not receive it at his first duty station.	10	5
11. The subject serves to identify a new officer who is not qualified physically or emotionally to be an officer in the particular Branch.	11	4
12. Teaching the subject at a centralized location facilitates keeping this subject matter up-to-date and to disseminate up-to-date knowledge.	14	1

Figure 6

Guidelines for Determining Appropriateness of On-The-Job  
Training Versus Formal or School Training for Job Elements

(Numbers represent the number of respondents who agreed or  
disagreed with the guidelines.)

OJT is most appropriate when:	AGREE	DISAGREE
1. Applicable to a relatively small student population.	12	3
2. Requires only the user equipment itself or very simple training devices.	12	3
3. Not sufficiently critical to expected job requirements to warrant a delay in reporting for duty in order to permit inclusion in an expanded school curriculum.	9	6
4. Standardization of the manner of presentation of instruction is not important.	10	5
5. Subject matter is not standardized and will not be taught repeatedly over a relatively long-time period.	10	5
6. Students are trained together as a crew or team rather than individually.	10	5
7. Interest in the subject matter is primarily at the local or implementation level rather than at DA, FORSCOM, TRADOC, etc. levels.	12	3
8. The necessary training is unique to persons assigned to a few specialized units.	10	5
9. Repetitive training is necessary in order to retain proficiency in the subject matter.	10	5

Figure 7



commanders on the tank with which their unit is equipped prior to their assumption of a platoon leader's position. Achievement of this goal would involve crew training at a service school rather than OJT with a unit. Discussions with curriculum designers at the Armor School confirmed an intention to include this change in a redesigned AOBC which is to be completed in draft in October 1977.

Since 66 percent of the respondents indicated that they agree with the guideline in Figure 7 that "OJT is most appropriate when students are trained together as a crew or team rather than individually" (the antithesis of the guideline for not training crews or teams in schools with which 60 percent of the same respondents disagreed), they either misinterpreted the statement concerning the inappropriateness of school training for crew and team training or they regarded their Armor School tank gunnery training as "crew training" rather than as "individual training as a member of a crew". The distinction is a very fine one and probably even specious. The survey sample was so small as to make any conclusions from the statistics based on the raw data gathered of doubtful value. This particular guideline should simply be looked at closely in any future collection of data in order to determine whether it should be reworded or eliminated.

#### Criticality Dimensions of PCC's

The most frequently selected criticality dimension for the nine PCCs was three, which was the case in 13 out of 18 opportunities, as shown in Figure 8 on page 30. Only PCC No. O-F-1 was listed by some category of respondents as not being performed at all in either combat or garrison and this is attributed to the participation of the respondent in the CABL system of consolidated administration at the battalion level. The lowest average criticality value of 1.0 was selected by tank platoon leaders for PCC No. O-A-2 in a combat situation and O-U-3 in a garrison environment. Tank company commanders gave this same average criticality to PCC Nos. O-A-3 and O-A-10 in a combat environment. All PCCs except Nos. O-A-10 and O-F-1 received average criticality ratings of 3.0 by some category of respondents in either combat or garrison.

Figure 8

### Criticality of the Nine Performance Certification Components (PCCs)

#### As Viewed By Supervisors, Incumbents, and Add-On Sample

(Numbers represent the average criticality value assigned to a PCC by a category of respondents for either a combat or a garrison environment)

PCC SAMPLE	0-A-2		0-A-3		0-A-10		0-A-11		0-E-1		0-F-1		0-U-1		0-U-3		0-U-6	
	Cbt	Gar	Cbt	Gar	Cbt	Gar	Cbt	Gar	Cbt	Gar	Cbt	Gar	Cbt	Gar	Cbt	Gar	Cbt	Gar
Recon Troop Commanders	2.5	2.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.0	2.5	3.0	2.5	3.0	2.5	3.0	2.5
Tank Company Commanders	3.0	3.0	1.0	3.0	1.0	2.0	3.0	3.0	3.0	3.0	0	0	3.0	3.0	3.0	3.0	3.0	3.0
Recon Platoon Leaders	3.0	2.0	2.0	2.0	1.5	1.5	2.5	2.5	2.5	2.5	2.0	1.5	3.0	2.5	3.0	3.0	3.0	3.0
Tank Platoon Leaders	1.0	1.5	1.3	2.0	2.0	1.7	2.2	2.2	2.7	2.5	1.6	2.0	3.0	2.0	2.0	1.0	3.0	2.0
Combined Incumbents	2.0	1.8	1.7	2.2	2.0	1.8	2.4	2.4	2.6	2.5	1.6	1.7	3.0	2.3	2.6	2.1	3.0	2.5
Supervisors	1.4	2.1	1.4	2.0	2.2	2.4	2.0	2.2	2.2	2.8	1.7	2.5	3.0	2.8	3.0	2.8	2.8	2.7
Add-On Sample Recon Squadron	2.0	1.7	2.1	2.3	1.8	2.0	2.2	2.3	2.5	2.8	2.3	2.6	3.0	2.6	3.0	2.5	2.5	1.7
Mode <sup>1</sup>	3	2	2	3	2	3	3	3	3	3	2	2/3	3	3	3	3	3	3

NOTES: 1. MODE was most frequently chosen criticality

2. Definition of criticality values

#### VALUE OR DIMENSION

#### DEFINITION<sup>2</sup>

- 0 Tasks are not relevant to survivability or to mission accomplishment or are not performed by incumbent.
- 1 Tasks whose successful performance contribute towards high morale and efficient operations but are not critical to mission accomplishment or survivability on the battlefield.
- 2 Tasks which are important in order to comply with regulations, demonstrate leadership, and maintain discipline and combat readiness, but which are not critical to mission accomplishment or survivability on the battlefield.
- 3 Tasks which are essential to the accomplishment of the unit mission or to survivability on the battlefield.

If there are any surprises in the results shown in Figure 8, it is the fact that the administrative PCCs O-A-2, O-A-3, O-A-10, O-A-11, O-E-1, and O-F-1 received as high criticality values as they did with modes of 2 or 3; although it must be remembered that a panel of experts had pre-screened the Duty Module tasks from which the PCCs were developed in order to eliminate any task which was not considered important enough for inclusion in the new PCCs.

### Proposed Revisions of Survey Instruments

Based on interviews with all respondents and analysis of the data obtained from survey instruments, some revision of the survey instruments is recommended prior to their further use in a prototype training information feedback system, either to obtain data which may be useful for further development of PCCs and officer skill qualification tests or for defining appropriate feedback for school curriculum development.

Criticality Definition: Although the CATB definitions of task criticality were altered for this survey to include examples of possible subject areas within intermediate criticality dimensions (1 or 2), in-depth interviews with respondents suggest that the definitions for criticality values 1 and 2 are still so close as to make it difficult for respondents to choose between them. The research staff recommends that the definitions be changed as follows before any additional dissemination is made of PCC criticality rating forms:

VALUE OR DIMENSION	DEFINITION
0	Tasks which are <u>not relevant</u> to mission accomplishment or <u>are not performed</u> by incumbent.
1	Tasks which are <u>required</u> but which are not important to mission accomplishment.
2	Tasks which are <u>important</u> but which are not critical to mission accomplishment.
3	Tasks which are <u>critical</u> to the accomplishment of the unit mission.

If adopted, these changes should overcome the ambiguity of CATB definitions which include both mission accomplishment and survivability on the battlefield in the same definition, and the survey instrument definitions which include both the CATB duplication and examples which are not sufficiently discriminatory. The key to the revised definitions lies in the underlined words - not relevant or not performed, required but not important, important but not critical, and critical. Also, "survivability on the battlefield" has been dropped and "mission accomplishment" retained as being inclusive of the former term. See Appendix G-1 for a revised survey instrument inclosure.

Criticality Environment: The respondent was asked to read the definitions for the values or dimensions of criticality which were to be applied to each PCC/job element before rating the PCC as to its criticality in both a simulated combat and a garrison environment. Although this same technique was used in earlier surveys in conjunction with Duty Module task validation, there now appears to be a strong case for dropping the distinction between criticality "in actual or simulated combat operations and support" and "in garrison and other than combat".

Reasons for eliminating this distinction in future surveys of recent AOBC and AOAC graduates in company level job positions are that few, if any, of the current or future incumbents have combat operations experience. Simulated combat operations rarely last long enough to require significant administrative, supply, personnel, and maintenance operations other than feeding, refueling, and emergency repairs to be accomplished. As a result young officers probably have an invalid idea as to the amount of administration which must be accomplished between battles even in a combat environment--personnel losses, replacements, lost or damaged equipment, disciplinary incidents to be investigated, etc.--which either do not occur during, or are held in abeyance until after a field exercise is ended. Recent studies to evaluate the effect on unit mission performance as a result of assigning varying numbers of women soldiers to replace men reached similar conclusions during ARTEP evaluations. The definitions assigned to the different values or dimensions of criticality in themselves provide a means to discriminate between PCC/job elements whatever the unit mission, either in combat or in garrison. One respondent commented during his interview that

"unless you teach your men that the small tasks are important in peacetime, they will let you down on the critical tasks in combat". See Appendix G-2 for a revised survey instrument deleting a reference to a garrison or a combat situation.

PCC Format: In order to assist curriculum designers at service schools in assessing the reason for an incumbent's failure to become qualified on a PCC, a column should be added to the PCC form which permits a supervisor to indicate "not observed or not evaluated" in addition to "satisfactory" and "unsatisfactory". This modification will accommodate incumbents who are too recently assigned to be evaluated fairly or who have not yet had an opportunity to demonstrate competence due to the training cycle or some other reason. See Appendix G-3 for a revised PCC No. O-A-2 incorporating this change.

PCC No. O-A-2: The task of scheduling appointments and conferences should have been deleted for platoon leaders as a result of the screening by a panel of experts. Due to an administrative error, this task and its performance standards were included on the PCC for performing general administration. A revised PCC No. O-A-2 with this task deleted is inclosed as Appendix G-3. This revision also incorporates the change discussed above.

PCC No. O-U-6: The task of using binoculars with the mil scale and mil formula to compute deflection is subsumed in the larger task of adjusting supporting fires. Therefore, the task "Binoculars, Mil Scales" should be deleted and the task "Supporting fires" should be added with the appropriate performance standards added on the reverse page. See Appendix G-4 for a revised PCC No. O-U-6.

## CONCLUSIONS

The Duty Module/job element definition of job performance standards is adequate for differential evaluation on a pass/fail or qualified/not qualified type of evaluation. It does not , nor was it intended to, lend itself to evaluating the degree of competence or of incompetence.

The criticality definition of job performance standards is adequate for differential evaluation.

Both the Duty Module/job element definition and criticality definition of job performance standards are adequate for development of PCCs which are much like the Duty Module with the less critical tasks subsumed into reworded critical tasks and standards of performance added. They are not as adequate for the development of officer skill qualification tests which would be either written or hands-on performance tests since many of the job elements of officer positions require extended periods of time to observe and evaluate by subjective judgement according to accepted or prescribed performance standards. It appears from this limited research that PCCs like Duty Modules apply in various combinations to officer duty positions without regard to branch or grade, while SQTs apply to grades within branches without regard to duty position. Thus it may be appropriate to evaluate grade and branch qualification with SQTs and to evaluate duty position qualification with PCCs. This point appears quite significant and further research should be of considerable value.

No conclusive evidence was developed by this research to show a relationship of differential job performance to a formal school training program in order to define appropriate feedback for school curriculum development. The two reconnaissance troop commanders who had not attended AOAC were "certified" by their supervisor to perform as many PCCs as was the tank company commander who had attended AOAC. While the platoon leaders who had been in command in their platoons for less than six months were not "certified" by their supervisors to perform as many PCCs as were the platoon leaders who had been in command for more than six months, it is unknown whether this difference is due to formal school training (all

were graduates of AOBC), length of time in OJT (experience), native ability, or opportunity to perform and be observed.

The guidelines to determine the appropriateness of formal training versus OJT for specified job elements of the assignment do not discriminate sufficiently to label specific job elements as being most appropriate for either formal or OJT training. A comparison of each task within the PCCs with the guidelines for the appropriateness of either OJT or formal training leads one to the conclusion that the fundamentals for each task should be taught in school while the finer points should be acquired later in OJT. In-depth interviews with both supervisors and incumbents strongly indicate that supervisors want to have qualified subordinate officers from the day they are assigned to the position, and incumbents want to be qualified to perform confidently from their date of assignment, even though they indicated on the survey instruments that most of their preparation had been acquired OJT.

## APPENDICES A - I

- A Revised Schedule of Classes, The Armor School
- B Hq III Corps and Fort Hood agreement to support research  
with one (1) inclosure
- C Survey packet for supervisor of Armor Company/Troop Commander
- D Survey packet for Armor Company/troop commander
- E Survey packet for supervisor of Armor tank/recon platoon leader
- F Survey packet for Armor tank/recon platoon leader
- G Revised survey instruments
- H Comparison of POIs, Basic and Advanced Courses, The Armor  
School with Duty Module tasks
- I Preliminary task criticality survey among panel of experts



## Appendix A

US ARMY ARMOR SCHOOL  
Fort Knox, Kentucky

ATSB-DT-MDS

FY 77

15 December 1976

REVISED SCHEDULE OF CLASSES

<u>COURSE</u>	<u>CLASS</u>	<u>REPORT</u>	<u>START</u>	<u>CLOSE</u>	<u>PROGRAMMED INPUT</u>	<u>ACTUAL INPUT</u>
2-17-C22	1	11 Jan 77	17 Jan 77	15 Jul 77	200	
Armor Officer	2	7 Sep 77	12 Sep 77	31 Mar 78	200	
Advanced						
(26 Weeks)				TOTAL	400	
Input Max: 200						
Input Min: 100						
2-17-C26	1	19 Jun 77	21 Jun 77	14 Sep 77	75	
Armor Officer	2	7 Aug 77	9 Aug 77	3 Nov 77	75	
Advanced (RC)						
(12 Weeks)				TOTAL	150	
Input Max: 75						
Input Min: 35						
000-TCAT (P)	1	16 Jul 77	18 Jul 77	23 Jul 77	150	
USMA Third Class	2	16 Jul 77	18 Jul 77	23 Jul 77	150	
Armor Training	3	16 Jul 77	18 Jul 77	23 Jul 77	150	
(1 Week)	4	23 Jul 77	25 Jul 77	30 Jul 77	150	
Input Max: 150	5	23 Jul 77	25 Jul 77	30 Jul 77	150	
Input Min: 75	6	23 Jul 77	25 Jul 77	30 Jul 77	150	
	7	30 Jul 77	1 Aug 77	6 Aug 77	150	
	8	30 Jul 77	1 Aug 77	6 Aug 77	150	
				TOTAL	1200	
2-17-C20-12A	1	19 Oct 76	22 Oct 76	1 Feb 77	140	
Armor Officer	2	30 Nov 76	3 Dec 76	11 Mar 77	140	
Basic	3	18 Jan 77	21 Jan 77	13 Apr 77	140	
(12 Weeks)	4	22 Feb 77	25 Feb 77	17 May 77	140	
Input Max: 140	5	29 Mar 77	1 Apr 77	22 Jun 77	140	
Input Min: 50	6	3 May 77	6 May 77	28 Jul 77	140	
	7	7 Jun 77	10 Jun 77	31 Aug 77	140	
	8	12 Jul 77	15 Jul 77	5 Oct 77	140	
	9	6 Sep 77	9 Sep 77	6 Dec 77	140	
				TOTAL	1260	
2-17-C25 (P)	1	17 Oct 76	19 Oct 76	15 Nov 76	65	
Armor Officer	2	3 Apr 77	5 Apr 77	30 Apr 77	65	
Basic (RC)						
(4 Weeks)				TOTAL	130	
Input Max: 65						
Input Min: 20						

## Appendix B

AFZF-DPT-OP (17 May 1977) 2d Ind  
SUBJECT: Request for Support

DA, HQ, III Corps and Fort Hood, Fort Hood, Texas 76544

TO: Commander, United States Army Forces Command, Fort McPherson,  
GA. 30330

1. The basic correspondence and previous indorsement have been reviewed and the requested support appears to be within the capability of this command to provide. It should be noted that there are no reconnaissance units at Fort Hood; however, if acceptable, personnel from armored cavalry units can be provided in lieu thereof. The following schedule is proposed for interviews:

a. 26 - 27 July 1977, the 2d Armored Division will make available two armored cavalry platoon leaders, two troop commanders, and their supervisors.

b. 28 - 29 July 1977, the 1st Cavalry Division will make available two tank platoon leaders, two company commanders, and their supervisors.

2. The above period is the only time before 31 August 1977 that personnel who meet the various "time-on-the-job" criteria can be made available to accommodate a one time visit to Fort Hood by Army Research Institute representatives. As an alternative, the armored cavalry personnel can be made available as early as 18 July; however, by 1 August 1977 some of those individuals will no longer meet the criteria. Tank unit personnel can be made available anytime during the period 27 July - 31 August 1977.

3. Point of contact at this headquarters is LTC Whitley, AUTOVON: 737-5132/6267.

FOR THE COMMANDER:

1 Incl  
wd

INFORMATION RELATIVE TO DATA COLLECTION RELATING TO PERFORMANCE CERTIFICATION  
COMPONENTS (PCCs) RESEARCH EFFORT

1. PERSONNEL/POSITION REQUIREMENTS	NUMBER
A. Tank Platoon Leader	2 ea
+ 1 ea immediate supervisor for each	2 ea
B. Recon Platoon Leader	2 ea
+ 1 ea immediate supervisor for each	2 ea
C. Tank Company Commander	2 ea
+ 1 ea immediate supervisor for each	2 ea
D. Recon Troop Commander	2 ea
+ 1 ea immediate supervisor for each	<u>2 ea</u>
TOTAL	16 ea

2. SPECIAL CONSIDERATIONS

A. All incumbents will be a graduate of the Armor Officers Basic or Advanced Course; whichever is appropriate to their grade.

B. One incumbent in each position will have one month in the prescribed duty position. The other incumbent will have not less than six, nor more than nine, months in the duty position.

C. If feasible, researchers desire to gather all information on one visit to the installation sometime during the period 1 June - 31 August 1977.

D. Participation will require about 1 1/2 hours.

E. A small office is required to conduct individual interviews and administer questionnaires.

## ARMY RESEARCH INSTITUTE

Project No. \_\_\_\_\_

Date \_\_\_\_\_

MEMORANDUM FOR: Supervisor of Armor Platoon Leader Participating in  
Department of Army Training Feedback Survey

This field survey is an important part of a research project being conducted by The U.S. Army Research Institute, Headquarters, Department of the Army. Through this research a mechanism is being developed for providing objective feedback from the field regarding the adequacy of occupational training by utilizing the existing Duty Module base to the maximum practical extent.

A Duty Module consists of a cluster of related tasks, comprising a distinctive and relatively self-contained component of a job. An officer's duty position usually will contain several Duty Modules, each describing a specific cluster of tasks. Similar task clusters found in different duty positions are described in a common Duty Module. It should be possible to describe the significant duties of any given position by using a distinctive combination of Duty Modules or job elements like building blocks.

After a thorough study of the job content of Army positions, research analysts have developed a number of experimental Duty Modules called Performance Certification Components (PCCs) for certain categories of officer positions including those of tank and reconnaissance company/troop commanders and platoon leaders. As the supervisor of participants in the survey phase of this project, you are asked to evaluate the relative criticality or importance of the PCCs/job elements applicable to the participant's position and to indicate your opinion of his manner of demonstrated performance relative to each PCC.

The data you provide are for research purposes only and will not in any way become part of either your or the participant's DA personnel files.

Your cooperation in this research for the Army is appreciated.

Instructions follow on the next page.

# INSTRUCTIONS (Supervisor)

## Project Materials

Attached are the following project materials. Please examine and check them against the list below.

Form A. Cover Sheet. This is divided into two parts: Part I, for you to provide identification data for research purposes only; and Part II, for you to fill out after completing the attached forms.

In the right corner of this sheet is an Individual Survey Identification Number assigned to your forms. On the back is space for any comments.

Form B. Criticality Form. This is two pages on which the nine (9) Performance Certification Components (PCCs) applicable to the survey participant whom you supervise are listed with criticality definitions attached.

Form C. Performance Certification Component. This is a series of nine (9) pages, each representing a single Job Element with all its tasks listed beneath the PCC/Job Element.

## Procedures

1. Fill in Part I of your Cover Sheet, Form A. Please type or print legibly.
2. Turn to Form B.
  - a. Read the definitions of the values or dimensions from "0" through "3" which you are to use in indicating the criticality which you ascribe to each PCC.
  - b. Now read each of the nine (9) PCCs which describe the duties of a tank/reconnaissance platoon leader/company commander. Place the appropriate number in the column headed "criticality". You may indicate different criticality values for combat and garrison situations.
3. Turn to Form C. This form consists of nine (9) pages, one for each PCC, with the tasks which are inherent in the PCC listed below it.
  - a. The personal data at the top of the form will have been filled in for you by the research staff.

- b. Read the Performance Certification Component (PCC) or job element.
  - c. Turn the page and read the performance standards for each of the tasks within the job element.
  - d. Turn back to the front of the page and write in today's date in the appropriate space beside each task on which you feel the incumbent being evaluated now meets the performance standards.
  - e. If you consider that the incumbent being evaluated meets the performance standards for all of the listed tasks, enter today's date in the square which designates him as fully qualified to perform the PCC. If not, enter today's date in the square which designates him as requiring additional OJT in some task(s) in order to demonstrate full qualification.
  - f. Sign and indicate your grade.
4. Go back to the Cover Sheet and complete Part II as indicated.

Thank you for your time and effort to assist with this research project.

COVER SHEET  
(Supervisor)

Individual Survey Identification No. \_\_\_\_\_

Part I -- Identification data to be completed by supervisor as first step:  
(Please print or type; legible entries are essential)

Position title \_\_\_\_\_; date assigned to this position \_\_\_\_\_

Organization/unit \_\_\_\_\_; date joined this unit \_\_\_\_\_

Station \_\_\_\_\_; zip code \_\_\_\_\_

Your grade \_\_\_\_\_; Your branch \_\_\_\_\_

Your primary OPMS specialty \_\_\_\_\_

Today's date \_\_\_\_\_

Part II -- To be filled out by supervisor on completing the attached forms.

1. What estimated percentage of the incumbent's total working time is accounted for by the nine (9) PCCs listed on Form B?

a. In actual or simulated combat operations or support? \_\_\_\_\_%

b. In garrison and other than "a" above? \_\_\_\_\_%

VALUE OR  
DIMENSION

DEFINITION

- |   |  |
|---|--|
| 0 | Tasks are not relevant to survivability or to mission accomplishment or are not performed by incumbent.  |
| 1 | Tasks whose successful performance contribute towards high morale and efficient operations but are not critical to mission accomplishment or survivability on the battlefield.   |
| 2 | Tasks which are important in order to comply with regulations, demonstrate leadership, and maintain discipline and combat readiness, but which are not critical to mission accomplishment or survivability on the battlefield. |
| 3 | Tasks which are essential to the accomplishment of the unit mission or to survivability on the battlefield.  |

Inclosure to Form B



(Supervisor)

CRITICALITY FORM

				Criticality
No.	Code	Performance Certification Components (PCCs)		
1.	O-A-2	Performs general administration by preparing SOPs and instructions, scheduling appointments and conferences, monitoring security of classified documents, and reviewing, interpreting and applying directives and information.	(1)	
			(2)	
2.	O-A-3	Exercises command authority in military justice matters by issuing formal admonitions and reprimands, preferring charges, reviewing and taking command action on findings of investigating officers, courts, and boards, and exercising authority of non-judicial punishment under UCMJ.	(1)	
			(2)	
3.	O-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems. Follows up actions to help resolve problems of his subordinates using appropriate staff agencies.	(1)	
			(2)	
4.	O-A-11	Supervises troop appearance and care and maintenance of company equipment and facilities by conducting motor stables, individual and unit inspections, and supervision of maintenance records and unit and individual property records.	(1)	
			(2)	
5.	O-E-1	Accomplishes the training program at required skill levels for his company and participates in planning and implementing unit training.	(1)	
			(2)	
6.	O-F-1	Performs supply operations at consumer unit level by inspecting quantities and condition of equipment and supplies on hand, storing and securing organizational property, preparing requests to fill TOE requirements, arranging for drawing and turning in equipment, and maintaining accountability records.	(1)	
			(2)	

Horizontal:

- (1) Applicable in actual or simulated combat or combat support operations.
- (2) Applicable in garrison and other than (1) above.

No.	Code	Performance Certification Components (PCCs)	Criticality
7.	0-U-1	Directs and controls employment of Infantry and Armor maneuver unit by interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include such support as communications, sensing devices, rotary wing aircraft, AVLB, issuing and modifying orders as operation progresses, checking personnel and equipment and preparing for further operations.	(1)
			(2)
8.	0-U-3	Directs and controls employment of recon/scout unit by advising commander and others concerning reconnaissance, interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include reconnoitering and selecting observation positions, areas or routes of responsibility and fire positions, and such support as communications, sensing devices, rotary wing aircraft, and issuing and modifying orders as operation progresses.	(1)
			(2)
9.	0-U-6	Participates individually and directly in ground combat using individual weapons, hand-to-hand combat, senses and adjusts supporting fires, and as required performs first aid to self and others, and participates in patrolling. Uses and operates all weapons and equipment as required that is available in the unit TOE.	(1)
			(2)

Form B cont'd

C - 5 Cont'd.

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Performs general administration functions in a small unit.

Date Qualified

Prepares administrative SOPs and instructions

Monitors security of classified information

Prepares and reviews administrative correspondence,  
memoranda and reports

Establishes and monitors arrangements for collection and  
distribution of mail within unit

Screens incoming correspondence and distributes for action  
or information

Authenticates orders and official correspondence

Establishes and posts files of records and regulations

Reviews, interprets and applies directives and information

Prepares historical records

Administers unit fund

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which  
qualification has not been achieved and will provide the  
necessary time and facilities for OJT in these areas.

### PERFORMANCE STANDARDS

Prepares administrative SOPs  
and instructions:

Demonstrates the ability to prepare SOPs applicable at the company level such as Readiness Procedures, Evacuation Plans, CQ instructions, etc.

Monitors security of  
classified information:

Complies with AR 380-5 in handling classified materials.

Prepares and reviews  
correspondence,  
memoranda and reports:

Meets suspense dates, follows prescribed format. Factual data is both accurate and complete.

Establishes and monitors  
arrangements for  
collection and  
distribution of mail  
within the unit:

Mail room for which responsible passes postal inspections.

Screens incoming  
correspondence and  
distributes for action  
or information:

Demonstrates that he is current on official published information. Meets suspense dates.

Authenticates orders and  
official correspondence:

Signs company orders and official correspondence as required by regulations.

Establishes and posts  
files of records and  
regulations:

Required files and records are on hand, posted with latest changes, and are available to those requiring access.

Reviews, interprets and  
applies directives and  
information:

Demonstrates responsiveness to guidance and suggestion, both written and oral, as evidenced by punctual submission of reports, following ARTEP outlines for training, compliance with regulations and orders, etc.

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Exercises command authority in military justice matters by issuing formal admonitions and reprimands, preferring charges, reviewing and taking command action on findings of investigating officers, courts and boards, and exercising authority of non-judicial punishment under UCMJ.

Date Qualified

Issues formal admonitions and reprimands

Prefers charges

Reviews and takes command action on findings of  
investigating officers, courts and boards

--

Exercises authority of non-judicial punishment under UCMJ

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name Commander	Grade
-------------------	-------

## PERFORMANCE STANDARDS

Issues formal admonitions and reprimands:	Wording of formal admonitions and reprimands is appropriate for offenses committed.
Prefers charges:	Charges are preferred in accordance with command SOPs and directives.
Reviews and takes command action on findings of investigating officers, courts, and boards:	Actions taken as a result of findings and recommendations of investigating officers, courts, and boards are both timely and appropriate.
Exercises authority of non-judicial punishment under UCMJ:	Punishment meted out is appropriate for the offense committed, is within authorized list of punishments, and is rendered without undue delay after considering all evidence submitted.

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Counsels and evaluates subordinates as troop leader and takes action on personal problems. Follows up actions to help resolve problems of his subordinates using appropriate staff agencies.

Date Qualified

Counsels subordinates  
Takes action on personal problems  
Evaluates subordinates  
Uses assistance agencies

Date

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

## PERFORMANCE STANDARDS

- Counsels subordinates: Soldiers seeking counsel from evaluating officer have been referred by evaluated officer after a briefing as to rationale for referral. Evaluated officer made himself available for counseling sessions, provided a private and conducive area for conference, maintained the confidentiality of the subject matter, seemed genuinely interested in assisting the person seeking help. Attitude of subordinates reflects confidence in evaluated officer's ability to render worthwhile advice. Subordinates have no doubt as to how they stand in the opinion of the evaluated officer.
- Takes action on personal problems: The number of soldiers, subordinate to the evaluated officer, who must seek assistance on personal problems from higher authority is small. Evaluated officer assisted in making appointment with higher authority when appropriate.
- Evaluates subordinates: Enlisted and officer efficiency reports and recommendations for personnel actions submitted by the evaluated officer for indorsement or review by the evaluator reflect sound judgement, are substantiated by demonstrated performance and are free of prejudice. Evaluated officer has discussed ratings with persons being rated and has not withheld counselling sessions until unfavorable ratings were rendered.
- Uses assistance agencies: Evaluated officer demonstrates a familiarity with the capabilities and limitations of the various assistance agencies (Finanace, Chaplain, AER, Red Cross, Army Community Services, etc.), their locations, their hours for conducting business, and how to obtain emergency assistance during non-duty hours.



Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Supervises troop appearance and care and maintenance of company equipment and facilities by conducting motor stables, individual and unit inspections, and supervision of maintenance records and unit and individual property records.

Date Qualified

Troop Appearance  
Maintenance of Equipment  
Maintenance of Facilities  
Maintenance of Records

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

Form C  
O-A-11

### PERFORMANCE STANDARDS

Troop Appearance:	Commander's inspections and spot checks of personnel reveal that proper standards of hair cuts, clothing and cleanliness are maintained.
Maintenance of Equipment:	Commander's inspections reveal that this officer supervises the condition of all unit and individual equipment, weapons, and vehicles to the required readiness level of his unit.
Maintenance of Facilities:	Facilities under his control conform to batallion, brigade or division SOP.
Maintenance of Records:	Commander's inspections reveal that his equipment records, log books, and property receipts both individual and unit are maintained in accordance with appropriate regulations and SOP.

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Accomplishes the training program at required skill levels for his company and participates in planning and implementing unit training by:

Date Qualified

Preparing lesson plans

Preparing training areas

Teaching classes and conducting group instruction

Managing range firing, physical training, unit field  
training, and proficiency testing

--

Maintaining training records

Date

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not yet been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

### PERFORMANCE STANDARDS

Preparing Lesson Plans:	Uses appropriate reference material, i.e., FM 21-6, Unit ARTEP, Soldier's Manuals, etc. for guidance in preparing to teach subject matter; establishes intermediate training objectives; prepares plans in sufficient detail to permit substitute to teach in emergencies.
Preparing training areas:	Selects appropriate training site, prepares site for class prior to the arrival of students, eliminates distractions wherever possible.
Teaching classes and conducting group instruction:	Instructs subjects at the skill levels prescribed in ARTEP and Soldier's Manual for unit members. To teach at the required skill level he selects and trains sufficient assistants when needed, communicates well with class, sets a good example in appearance, poise, and manner of presentation; oral, written, or performance testing indicates that training objectives were met.
Managing Range Firing, Physical Training, Unit Field Training, and Proficiency Testing:	Demonstrates personal knowledge at the required skill levels for unit members as prescribed in Soldier's Manual of subject area, organizes activity to permit maximum time for student productivity and minimum administrative time loss, assumes overall responsibility and delegates specific task responsibilities to subordinates, ensures that functioning training aids are present where needed.
Maintaining training records:	Maintains only those records required by regulations, SOPs or needed to manage the unit training program.

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Performs supply operations at consumer unit level as follows.

Date Qualified

Prepares SOPs and directives for unit supply  
Inspects equipment to determine condition and quantity on  
hand


Stores and secures organizational property  
Prepares requests to fill TOE requirements  
Arranges for drawing and turning in equipment  
Maintains records of accountability  
Prepares reports of survey and droppage certifications  
Arranges for and processes items for cleaning, repair  
and salvage

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which  
qualification has not been achieved and will provide  
the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

Form C

O-F-1

C - 11

## PERFORMANCE STANDARDS

Prepares SOPs and directives for unit supply:

Hours of operation, procedures, and responsibilities are published, logical, clear and comprehensive.

Inspects equipment to determine condition and quantity on hand:

Determines the condition of equipment by referring to appropriate technical manuals and verifies quantities by visual inspection.

Stores and secures organizational property:

Complies with technical manuals, SOPs and directives in storing and securing organizational property.

Prepares requests to fill TOE requirements:

Initiates requests to fill TOE authorization.

Arranges for drawing and turning in equipment:

Complies with unit and post SOPs and schedules for drawing and turning in equipment.

Maintains records of accountability:

Property books pass command and annual general inspections.

Prepares reports of survey and droppage certification:

Accountable items are dropped from records as a result of reports of survey or droppage certificates. Responsibility for lost or damaged items is fixed by reports of survey.

Arranges for and processes items for cleaning, repair, and salvage:

Assures that convenient cleaning, repair and salvage services are available to members of unit.

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	---------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Directs and controls employment of Infantry and Armor maneuver unit by interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include such support as communications, sensing devices, rotary wing aircraft, AVLB, issuing and modifying orders as operation progresses, checking personnel and equipment and preparing for further operations.

Date Qualified

Employs tank/mechanized infantry company in:

- Movement to contact
- Hasty attack
- Night attack
- Active defense
- Delay
- Defense of a built-up area
- Prepare strong point
- Disengages (under enemy pressure)
- Deliberate attack
- Deliberate attack (live fire)

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name Commander	Grade
-------------------	-------

Form C

O-U-1

C - 12

PERFORMANCE STANDARDS

Employs tank/mechanized  
infantry platoon in:

ARTEP 71-2, Level 1, references  
for evaluation standards

Movement to contact	page	8-10-1
Hasty attack	"	8-11-1
Night attack	"	8-14-1
Active defense	"	8-15-1
Delay	"	8-16-1
Defense of a built-up area	"	8-19-1
Prepare strongpoint	"	8-17-1
Disengage (under enemy pressure)	"	8-18-1
Deliberate attack	"	8-12-1
Deliberate attack (live fire)	"	8-13-1



Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
RECON TROOP COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Directs and controls employment of recon troop by advising commander and others concerning reconnaissance, interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include reconnoitering and selecting observation positions, areas or routes of responsibility and fire positions, and such support as communications, sensing devices, rotary wing aircraft, and issuing and modifying orders as operation progresses.

Date Qualified .

Employs recon troop in:

- Conduct of a zone reconnaissance
- Conduct of a delay (high risk)
- Conduct of an advanced guard
- Conduct of an active defense (night)
- Conduct of a tactical road march (night)
- Occupation of an assembly area (night)
- Supplemental missions

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name Commander	Grade
-------------------	-------

PERFORMANCE STANDARDS

Employs recon troop in:

ARTEP 17-55 (Test Edition)  
Level 1, references for  
evaluation standards

Conduct of a zone reconnaissance

page 8-7-1

Conduct of a delay (high risk)

" 8-8-1

Conduct of an advanced guard

" 8-13-1

Conduct of an active defense (night)

" 8-15-1

Conduct of a tactical road march (night)

" 8-16-1

Occupation of an assembly area (night)

" 8-17-1

Supplemental missions

" 9-1-1

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. COMPANY COMMANDERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	---------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Participates individually and directly in ground combat using individual weapons, hand-to-hand combat, senses and adjusts supporting fires, and as required performs first aid to self and others, and participates in patrolling. Uses and operates all weapons and equipment as required that is available in the unit TOE as grouped below:

Date Qualified

Individual weapons  
Crew served weapons  
Grenades, Mines, Demolitions, Launchers, Flares  
Wheel Vehicles  
Track Vehicles  
Radios, Telephones  
Night observation devices and Night Vision weapons sights  
Binoculars, Mil Scales  
Compass, Maps, Aerial Photos  
First Aid  
Patrolling

Date

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Form C

0-U-6

C - 14

Name	Grade
Commander	

## PERFORMANCE STANDARDS

Individual Weapons:	Successfully fires minimum qualification course with TOE weapon; fires familiarization course with all other TOE individual weapons.
Crew Served Weapons:	Successfully fires minimum qualification course in TOE position; fires familiarization course as gunner of all TOE crew served weapons.
Grenades, Mines, Demolitions, Launchers, Flares:	Demonstrates knowledge at Skill Level 4 of function and ability to employ effectively.
Wheel Vehicles:	Passes driver's test for all wheel vehicles in his TOE.
Track Vehicles:	Passes driver's test and demonstrates ability to perform effectively in all crew positions of track vehicles in his TOE.
Radios, Telephones:	Demonstrates ability to operate equipment, open radio net; uses proper radio/telephone procedures, and CEOI.
Night observation, Night vision devices:	Demonstrates ability to operate equipment at Skill Level 4 to include observation and adjustment of fire.
Compass, Maps, Aerial photo- graphs:	Successfully completes the Army Diagnostic Map Reading Test in 2 hours, negotiates a night compass course.
First Aid:	Demonstrates Skill Level 2 ability to prevent or treat for shock, stop bleeding, immobilize a broken limb, and administer mouth to mouth resuscitation.
Patrolling:	Demonstrates ability to brief, inspect, and lead a mounted or dismounted patrol as appropriate.

INTERVIEW INSTRUMENT  
(Supervisor)

Name (Supervisor)	Grade	Organization	Date
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Name (Incumbent)	Grade	Organization
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1. Do you think the Armor School is now allotting the right amounts of teaching time to the right subjects, or would you recommend changes in the following subject areas? Specifically discuss each area:  
Automotive, Command and Staff, Leadership, Weapons.
2. When a new officer from the Armor School joins your unit do you consider him to be well trained or are there areas in which you must provide him additional training in order to do his job? Discuss.
3. When you receive a new officer do you desire that he arrive fully trained to carry out his TOE job or do you feel that you could do without his full services while he is following OJT under your guidance?
4. If an OJT program for new lieutenants were to be started by the Army at unit level in order to reduce resident time at the Armor School, what subjects do you feel could best be taught at the unit level OJT?

5. Was the incumbent taught subjects at the Armor School which you think could best be taught OJT? If yes, would you expect to have the incumbent report for duty with his unit sooner, or would you expect the branch course to fill the training time with other instruction should this element be left for OJT?
6. Do you believe the job elements on which you have evaluated the incumbent's performance adequately describe his duties? If not, what additional substantive duties does he perform?
7. Do you consider any of these additional duties to be more critical than the job elements on which you have evaluated him? If so, which?
8. Do you believe that your evaluation of the incumbent's performance on the listed job elements is a valid evaluation of his overall performance as a platoon leader/company/troop commander? If not, why?
9. If modified as you suggest, do you believe the job elements could be used to evaluate the incumbent's job performance?
10. Do you see any advantages to using job elements for evaluating an officer's performance much as the Skill Qualification Test (SQT) is used or to be used to evaluate the job proficiency of enlisted men? Elaborate.
11. Granted that subjective judgement must be relied on in some instances, do you feel that sufficient guidance is provided in the performance standards which are provided with the job elements to assist evaluators in making sound subjective judgements when necessary?

12. How long should an incumbent be in command of a platoon/company/troop before he is evaluated on his manner of performance of the job elements for his duty position? Immediately upon assignment to the duty position, three months, six months, 9 months, 1 year, 2 years?
13. Suppose the incumbent has had an interim assignment since graduation from the basic/advanced course before assuming his command position, should the time between graduation and evaluation be based on time elapsed since graduation or on time elapsed since service began in the position of platoon leader/company/troop commander?
14. Do you review the POI of the Armor School with a view towards making program recommendations or have you been satisfied with the school graduates you have received and therefore feel no need to initiate recommendations for changes?
15. Assuming that the officer whom you have evaluated has received "qualified" ratings on some job elements of his position and "unqualified" ratings on others either by you or by a previous commander, would a knowledge of these ratings assist you in assigning duties to this officer? If not, explain why. If so, explain how.

GUIDELINES TO DETERMINE APPROPRIATENESS OF ON-THE-JOB TRAINING  
VERSUS  
FORMAL OR SCHOOL TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

OJT is most appropriate when:	AGREE	DISAGREE
1. Applicable to a relatively small student population.		
2. Requires only the user equipment itself or very simple training devices.		
3. Not sufficiently critical to expected job requirements to warrant a delay in reporting for duty in order to permit inclusion in an expanded school curriculum.		
4. Standardization of the manner of presentation of instruction is not important.		
5. Subject matter is not standardized and will not be taught repeatedly over a relatively long-time period.		
6. Students are trained together as a crew or team rather than individually.		
7. Interest in the subject matter is primarily at the local or implementation level rather than at DA, FORSCOM, TRADOC, etc. levels.		
8. The necessary training is unique to persons assigned to a few specialized units.		
9. Repetitive training is necessary in order to retain proficiency in the subject matter.		



GUIDELINES TO DETERMINE APPROPRIATENESS OF FORMAL TRAINING  
VERSUS  
ON-JOB-TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

Formal Training is most appropriate when:	AGREE	DISAGREE
1. Subject matter is applicable to a relatively large student population.		
2. Proper training facilities are so elaborate that the training must be centralized for their economical utilization.		
3. A knowledge of the subject matter is necessary immediately for a newly commissioned officer while still in a student status.		
4. The subject matter of the training is one which requires a high degree of standardization Army-wide.		
5. The significance of the training in question is so great that it must be presented in a similar manner to all new officers.		
6. Students are trained individually rather than together as a crew or team.		
7. Department of the Army level interest is sufficient to warrant inclusion into a school POI.		
8. The training in question is necessary to prepare students for other subjects in the curriculum.		
9. Equipment wear/damage and/or expendables consumed are such that it is more economical to centralize repairs and/or supply burden at a single location.		
10. The subject matter is one that if the new officer did not learn it at the Service School he may not receive it at his first duty station.		

-2-

	AGREE	DISAGREE
11. The subject serves to identify a new officer who is not qualified physically or emotionally to be an officer in the particular Branch.		
12. Teaching the subject at a centralized location facilitates keeping this subject matter up-to-date and to disseminate up-to-date knowledge.		

## Appendix D

## ARMY RESEARCH INSTITUTE

Project No. \_\_\_\_\_

Date \_\_\_\_\_

MEMORANDUM FOR: Armor Company Commander Participating in Department of  
Army Training Feedback Survey

This field survey is an important part of a research project being conducted by The U.S. Army Research Institute, Headquarters, Department of the Army. Through this research a mechanism is being developed for providing objective feedback from the field regarding the adequacy of occupational training by utilizing the existing Duty Module base to the maximum practical extent.

A Duty Module consists of a cluster of related tasks, comprising a distinctive and relatively self-contained component of a job. An officer's duty position usually will contain several Duty Modules, each describing a specific cluster of tasks. Similar task clusters found in different duty positions are described in a common Duty Module. It should be possible to describe the significant duties of any given position by using a distinctive combination of Duty Modules or job elements, like building blocks.

After a thorough study of the job content of Army positions, research analysts have developed a number of experimental Job Elements or Performance Certification Components (PCCs) for certain categories of officer positions to include that of tank and reconnaissance company/troop commander/platoon leader. As a participant in the survey phase of this project, you are asked to evaluate the relative criticality or importance of the PCC/job elements applicable to your position and to indicate whether you consider your preparation to perform the tasks embodied in the PCCs to be adequate.

The data you provide are for research purposes only and will not in any way become part of your DA personnel file.

Your cooperation in this research for the Army is appreciated.

Instructions follow on the next page.

INSTRUCTIONS  
(Incumbent)

Project Materials

Attached are the following project materials. Please examine and check them against the list below.

- Form A. Privacy Act Statement. This statement requires your signature in order to permit the use for research purposes only of confidential information which you provide and which is provided by your supervisor concerning your manner of demonstrated performance on the Job Elements/Performance Certification Components (PCCs), which comprise your military job. Your participation in this research is strictly voluntary. There will be no effect on you on your records if you decline to participate.
- Form B. Cover Sheet. This is divided into two parts: Part I, for you to provide identification data for research purposes only; and Part II, for you to fill out after completing all of the attached forms.
- In the right corner of this sheet is an Individual Survey Identification Number assigned to your forms. On the back is space for any comments.
- Form C. Criticality and Adequacy of Preparation Form. This is two pages on which the nine (9) Job Elements or Performance Certification Components (PCCs) which may be applicable to your duty position are listed with criticality definitions attached.

Procedures

1. Read and sign Privacy Act Statement, Form A.
2. Fill in Part I of your Cover Sheet, Form B. Please type or print legibly.
3. Turn to Form C
  - a. Read the definitions of the values or dimensions from "0" through "3" which you are to use in indicating the criticality which you ascribe to each PCC.
  - b. Now read each of the nine (9) PCCs which may describe your duties as a tank/reconnaissance platoon leader/company commander. Place the appropriate number in the column headed "criticality." You may indicate different criticality values for combat and garrison situations.
  - c. Place an "X" in one of the next two columns to indicate whether you consider your preparation to perform this PCC at this time to be adequate or inadequate. Remember that one of the main goals of this research project is to "provide objective feedback from the field regarding the adequacy of occupational training."

- d. Place an "X" in either one or both of the last two columns to indicate where you received the preponderance of training in order to prepare you to perform each PCC. Place an "X" in both columns only if you consider school and OJT preparation to be of equal value in your particular case.
3. Go back to the cover sheet and complete Part II as indicated.

Thank you for your time and effort to assist with this research project.

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

(5 U.S.C. 552a)

**TITLE OF FORM****Armor Officer Performance Certification Component Evaluation****PRESCRIBING DIRECTIVE****AR 70-1****1. AUTHORITY****10 USC Sec 4503****2. PRINCIPAL PURPOSE(S)**

The data collected with the attached form are to be used for research purposes only

**3. ROUTINE USES**

Your signature in the space provided on the attached form, constitutes permission to release an evaluation of your qualification to perform selected job elements or Performance Certification Components (PCCs) which make up your job to the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. Your name will be used for administrative and statistical control purposes only. Full confidentiality of your evaluation by a supervisor and your own opinion as to the adequacy of your preparation to perform in your duty position will be maintained in the processing of these data.

**4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION**

Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if desired.

**FORM****Privacy Act Statement - 26 Sep 75****DA Form 4368-R, 1 May 75****Cover for Form A****D - 3**

ARMOR OFFICER JOB ELEMENT  
PERFORMANCE CERTIFICATION COMPONENT (PCC) EVALUATION  
(Incumbent)

1. Department of the Army (Army Research Institute) is currently conducting research on relationship of school training to quality of performance on first duty assignment after completion of this training. This research involves collection of duty performance evaluations for a selected sample of recent students in certain Armor School officer classes.
2. Collection of these evaluations is for statistical purposes in the conduct of this research, and they will be utilized by the Army Research Institute only for these purposes. They will not be made available for any operational review or administrative records, and upon completion of the research, all records which provide any personal identification will be destroyed.
3. You, as an officer in one of the research samples, are requested to permit the release of your evaluation on selected job elements (PCCs) by a supervisor and your own opinion as to the adequacy of your preparation to perform these PCCs to the research personnel involved for the stated purposes. This release is entirely voluntary as defined on DA form 4368-R attached, and will be permitted by you, by your signature on the line below.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
SSN

\_\_\_\_\_  
Date

Form B

Cover Sheet  
(Incumbent)

Individual Survey Identification Number \_\_\_\_\_

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Part I -- Identification data, to be completed by incumbent as first step:  
(Please print or type; legible entries are essential)

Position title \_\_\_\_\_; date assigned to this position \_\_\_\_\_

Organization/unit \_\_\_\_\_; date joined this unit \_\_\_\_\_

Station \_\_\_\_\_; zip code \_\_\_\_\_

Your grade \_\_\_\_\_; Your branch \_\_\_\_\_

Your primary OPMS specialty \_\_\_\_\_

Source of commission: \_\_\_\_\_ OCS; \_\_\_\_\_ ROTC; \_\_\_\_\_ USMA; \_\_\_\_\_ OTHER: \_\_\_\_\_

Graduated AOBC: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated AOAC: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated Motor Officer course: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated Ranger course: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated Airborne course: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated \_\_\_\_\_ (other officer) course, date: \_\_\_\_\_

Today's date \_\_\_\_\_

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Part II -- To be filled out by incumbent on completing the attached forms.

1. What estimated percentage of your total working time is accounted for by the nine (9) Job Elements/PCCs listed on Form C?

a. In actual or simulated combat operations or support? \_\_\_\_\_%

b. In garrison and other than "a" above? \_\_\_\_\_%

Form B



VALUE OR  
DIMENSION

DEFINITION

- |   |  |
|---|--|
| 0 | Tasks are not relevant to survivability or to mission accomplishment or are not performed by incumbent.  |
| 1 | Tasks whose successful performance contribute towards high morale and efficient operations but are not critical to mission accomplishment or survivability on the battlefield.   |
| 2 | Tasks which are important in order to comply with regulations, demonstrate leadership, and maintain discipline and combat readiness, but which are not critical to mission accomplishment or survivability on the battlefield. |
| 3 | Tasks which are essential to the accomplishment of the unit mission or to survivability on the battlefield.  |

(Incumbent)

Identification No. \_\_\_\_\_

## CRITICALITY AND ADEQUACY OF PREPARATION FORM

No.	Code	Performance Certification Components (PCCs)	Criticality	Preparation Adequate	Preparation Inadequate	Preparation Acquired In Service Schools	Preparation Acquired OJT
1.	O-A-2	Performs general administration by preparing SOPs and instructions, scheduling appointments and conferences, monitoring security of classified documents, and reviewing, interpreting, and applying directives and information. (1)					
		(2)					
2.	O-A-3	Exercises command authority in military justice matters by issuing formal admonitions and reprimands, preferring charges, reviewing and taking command action on findings of investigating officers, courts, and boards, and exercising authority of non-judicial punishment under UCMJ. (1)					
		(2)					
3.	O-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems. Follows up actions to help resolve problems of his subordinates using appropriate staff agencies. (1)					
		(2)					
4.	O-A-11	Supervises troop appearance and care and maintenance of platoon equipment and facilities by conducting motor stables, individual and unit inspections, and supervision of maintenance records and unit and individual property records. (1)					
		(2)					
5.	O-E-1	Accomplishes the training program at required skill levels for his company and participates in planning and implementing unit training. (1)					
		(2)					

Applicable in actual or simulated combat or combat support operations.

Not applicable in garrison and other than (1) above.

No.	Code	Performance Certification Components (PCCs)	Criticality	Preparation Adequate	Preparation Inadequate	Preparation Acquired In Service Schools	Preparation Acquired OJT
6.	O-F-1	Performs supply operations at consumer unit level by inspecting quantities and condition of equipment and supplies on hand, storing and securing organizational property, preparing requests to fill TOE requirements, arranging for drawing and turning in equipment, and maintaining accountability records. (1)					
		(2)					
7.	O-U-1	Directs and controls employment of Infantry and Armor maneuver unit by interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include such support as communications, sensing devices, rotary wing aircraft, AVLB, issuing and modifying orders as operation progresses, checking personnel and equipment and preparing for further operations. (1)					
		(2)					
8.	O-U-3	Directs and controls employment of recon/scout unit by advising commander and others concerning reconnaissance, interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include reconnoitering and selecting observation positions, areas or routes of responsibility and fire positions, and such support as communications, sensing devices, rotary wing aircraft, and issuing and modifying orders as operation progresses. (1)					
		(2)					
9.	O-U-6	Participates individually and directly in ground combat, using individual weapons, hand-to-hand combat, senses and adjusts supporting fires, and as required performs first aid to self and others, and participates in patrolling. Uses and operates all weapons and equipment as required that is available in the unit TOE. (1)					
		(2)					

INTERVIEW INSTRUMENT  
(Incumbent)

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Name (Supervisor)	Grade	Organization	Date
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Name (Incumbent)	Grade	Organization
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1. In your assignment as a platoon leader/company/troop commander, have you felt a need for some form or type of training which was not presented at the Armor school? If so, describe.
2. In comparing the job elements, which you have been shown, with the Program of Instruction (POI) of the Basic course, I note that neither Methods of Military Instruction nor Medical Treatment (first aid) were included in the POI due to the length of the course. Have you received any training in either of these subjects? If so, where?
3. Have you received on-the-job training (OJT) while in your current duty assignment in any of the job elements which you have been shown?  
If so, which ones?
4. If you had a choice as to whether you could receive additional training at the Armor School before or OJT after assuming command of your unit, which would you prefer and why?
5. Do you perform substantive other duties besides those listed in the job elements for a platoon leader/company/troop commander? If so, what are they?

6. Where did you receive the training to prepare you to perform these additional duties?
7. Do you consider any of these additional duties which you perform to be more critical to your job than those job elements which I have shown you? If so, which ones?
8. Do you believe that your manner of performance in your current duty position can be evaluated solely on the basis of the job elements for your duty position much as the ARTEP can be used to evaluate a unit? Discuss.
9. If modified as you suggest, do you believe that the job elements could be used to evaluate your performance in your job?
10. Do you see any advantages to using job elements for evaluating an officer's qualifications much as the Skill Qualification Test (SQT) is used or to be used to evaluate the job proficiency of enlisted men? Elaborate.
11. Can you think of any ways to measure an officer's performance of the job elements without relying on subjective observations or judgement?  
(Discuss job element performance standards individually)
12. How long following graduation from your branch school should you be in command before being evaluated on the job elements for your position?  
Immediately following graduation, 3 months, 6 months, 9 months, 1 year, 2 years?
13. Suppose you had been assigned to an interim position between your graduation from the Armor School and your current assignment; should the time between graduation and your evaluation on the job elements be based on time elapsed since graduation or on time elapsed since assuming your command position?

14. The various Soldier's Manuals contain all the tasks that a soldier must be able to perform in order to be qualified in his MOS and at his skill level. The Skill Qualification Test (SQT) for a given MOS and skill level can be partly scored by task certification or unit commander observation and report. Would a knowledge on your part of all the job elements which pertain to your current position assist you in your professional development by defining what you must be able to do in order to be job qualified?

GUIDELINES TO DETERMINE APPROPRIATENESS OF ON-THE-JOB TRAINING  
VERSUS  
FORMAL OR SCHOOL TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

OJT is most appropriate when:	AGREE	DISAGREE
1. Applicable to a relatively small student population.		
2. Requires only the user equipment itself or very simple training devices.		
3. Not sufficiently critical to expected job requirements to warrant a delay in reporting for duty in order to permit inclusion in an expanded school curriculum.		
4. Standardization of the manner of presentation of instruction is not important.		
5. Subject matter is not standardized and will not be taught repeatedly over a relatively long-time period.		
6. Students are trained together as a crew or team rather than individually.		
7. Interest in the subject matter is primarily at the local or implementation level rather than at DA, FORSCOM, TRADOC, etc. levels.		
8. The necessary training is unique to persons assigned to a few specialized units.		
9. Repetitive training is necessary in order to retain proficiency in the subject matter.		

GUIDELINES TO DETERMINE APPROPRIATENESS OF FORMAL TRAINING  
VERSUS  
ON-JOB-TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

Formal Training is most appropriate when:	AGREE	DISAGREE
1. Subject matter is applicable to a relatively large student population.		
2. Proper training facilities are so elaborate that the training must be centralized for their economical utilization.		
3. A knowledge of the subject matter is necessary immediately for a newly commissioned officer while still in a student status.		
4. The subject matter of the training is one which requires a high degree of standardization Army-wide.		
5. The significance of the training in question is so great that it must be presented in a similar manner to all new officers.		
6. Students are trained individually rather than together as a crew or team.		
7. Department of the Army level interest is sufficient to warrant inclusion into a school POI.		
8. The training in question is necessary to prepare students for other subjects in the curriculum.		
9. Equipment wear/damage and/or expendables consumed are such that it is more economical to centralize repairs and/or supply burden at a single location.		
10. The subject matter is one that if the new officer did not learn it at the Service School he may not receive it at his first duty station.		



-2-

	AGREE	DISAGREE
11. The subject serves to identify a new officer who is not qualified physically or emotionally to be an officer in the particular Branch.		
12. Teaching the subject at a centralized location facilitates keeping this subject matter up-to-date and to disseminate up-to-date knowledge.		

## Appendix E

## ARMY RESEARCH INSTITUTE

Project No. \_\_\_\_\_

Date \_\_\_\_\_

MEMORANDUM FOR: Supervisor of Armor Platoon Leader Participating in  
Department of Army Training Feedback Survey

This field survey is an important part of a research project being conducted by The U.S. Army Research Institute, Headquarters, Department of the Army. Through this research a mechanism is being developed for providing objective feedback from the field regarding the adequacy of occupational training by utilizing the existing Duty Module base to the maximum practical extent.

A Duty Module consists of a cluster of related tasks, comprising a distinctive and relatively self-contained component of a job. An officer's duty position usually will contain several Duty Modules, each describing a specific cluster of tasks. Similar task clusters found in different duty positions are described in a common Duty Module. It should be possible to describe the significant duties of any given position by using a distinctive combination of Duty Modules or job elements like building blocks.

After a thorough study of the job content of Army positions, research analysts have developed a number of experimental Duty Modules called Performance Certification Components (PCCs) for certain categories of officer positions including those of tank and reconnaissance company/troop commanders and platoon leaders. As the supervisor of participants in the survey phase of this project, you are asked to evaluate the relative criticality or importance of the PCCs/job elements applicable to the participant's position and to indicate your opinion of his manner of demonstrated performance relative to each PCC.

The data you provide are for research purposes only and will not in any way become part of either your or the participant's DA personnel files.

Your cooperation in this research for the Army is appreciated.

Instructions follow on the next page.

INSTRUCTIONS  
(Supervisor)

Project Materials

Attached are the following project materials. Please examine and check them against the list below.

Form A. Cover Sheet. This is divided into two parts: Part I, for you to provide identification data for research purposes only; and Part II, for you to fill out after completing the attached forms.

In the right corner of this sheet is an Individual Survey Identification Number assigned to your forms. On the back is space for any comments.

Form B. Criticality Form. This is two pages on which the nine (9) Performance Certification Components (PCCs) applicable to the survey participant whom you supervise are listed with criticality definitions attached.

Form C. Performance Certification Component. This is a series of nine (9) pages, each representing a single Job Element with all its tasks listed beneath the PCC/Job Element.

Procedures

1. Fill in Part I of your Cover Sheet, Form A. Please type or print legibly.
2. Turn to Form B.
  - a. Read the definitions of the values or dimensions from "0" through "3" which you are to use in indicating the criticality which you ascribe to each PCC.
  - b. Now read each of the nine (9) PCCs which describe the duties of a tank/reconnaissance platoon leader/company commander. Place the appropriate number in the column headed "criticality". You may indicate different criticality values for combat and garrison situations.
3. Turn to Form C. This form consists of nine (9) pages, one for each PCC, with the tasks which are inherent in the PCC listed below it.
  - a. The personal data at the top of the form will have been filled in for you by the research staff.

- b. Read the Performance Certification Component (PCC) or job element.
  - c. Turn the page and read the performance standards for each of the tasks within the job element.
  - d. Turn back to the front of the page and write in today's date in the appropriate space beside each task on which you feel the incumbent being evaluated now meets the performance standards.
  - e. If you consider that the incumbent being evaluated meets the performance standards for all of the listed tasks, enter today's date in the square which designates him as fully qualified to perform the PCC. If not, enter today's date in the square which designates him as requiring additional OJT in some task(s) in order to demonstrate full qualification.
  - f. Sign and indicate your grade.
4. Go back to the Cover Sheet and complete Part II as indicated.

Thank you for your time and effort to  
assist with this research project.

COVER SHEET  
(Supervisor)

Individual Survey Identification No. \_\_\_\_\_

Part I -- Identification data to be completed by supervisor as first step:  
(Please print or type; legible entries are essential)

Position title \_\_\_\_\_; date assigned to this position \_\_\_\_\_

Organization/unit \_\_\_\_\_; date joined this unit \_\_\_\_\_

Station \_\_\_\_\_; zip code \_\_\_\_\_

Your grade \_\_\_\_\_; Your branch \_\_\_\_\_

Your primary OPMS specialty \_\_\_\_\_

Today's date \_\_\_\_\_

Part II -- To be filled out by supervisor on completing the attached forms.

1. What estimated percentage of the incumbent's total working time is accounted for by the nine (9) PCCs listed on Form B?

a. In actual or simulated combat operations or support? \_\_\_\_\_%

b. In garrison and other than "a" above? \_\_\_\_\_%

VALUE OR  
DIMENSION

DEFINITION

- |   |  |
|---|--|
| 0 | Tasks are not relevant to survivability or to mission accomplishment or are not performed by incumbent.  |
| 1 | Tasks whose successful performance contribute towards high morale and efficient operations but are not critical to mission accomplishment or survivability on the battlefield.   |
| 2 | Tasks which are important in order to comply with regulations, demonstrate leadership, and maintain discipline and combat readiness, but which are not critical to mission accomplishment or survivability on the battlefield. |
| 3 | Tasks which are essential to the accomplishment of the unit mission or to survivability on the battlefield.  |

Inclosure to Form B

(Supervisor)

Identification No. \_\_\_\_\_

CRITICALITY FORM

			Criticality
No.	Code	Performance Certification Components (PCCs)	
1.	O-A-2	Performs general administration by preparing SOPs and instructions, scheduling appointments and conferences, monitoring security of classified documents, and reviewing, interpreting and applying directives and information.	(1)
			(2)
2.	O-A-3	Exercises command authority in military justice matters by issuing formal admonitions and reprimands, preferring charges, reviewing and taking command action on findings of investigating officers, courts, and boards, and exercising authority of non-judicial punishment under UCMJ.	(1)
			(2)
3.	O-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems. Follows up actions to help resolve problems of his subordinates using appropriate staff agencies.	(1)
			(2)
4.	O-A-11	Supervises troop appearance and care and maintenance of platoon equipment and facilities by conducting motor stables, individual and unit inspections, and supervision of maintenance records and unit and individual property records.	(1)
			(2)
5.	O-E-1	Accomplishes the training program at required skill levels for his platoon and participates in planning and implementing unit training.	(1)
			(2)
6.	O-F-1	Performs supply operations at consumer unit level by inspecting quantities and condition of equipment and supplies on hand, storing and securing organizational property, preparing requests to fill TOE requirements, arranging for drawing and turning in equipment, and maintaining accountability records.	(1)
			(2)

Horizontal:

- (1) Applicable in actual or simulated combat or combat support operations.
- (2) Applicable in garrison and other than (1) above.

No.	Code	Performance Certification Components (PCCs)	Criticality
7.	O-U-1	Directs and controls employment of Infantry and Armor maneuver unit by interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include such support as communications, sensing devices, rotary wing aircraft, AVLB, issuing and modifying orders as operation progresses, checking personnel and equipment and preparing for further operations.	(1)
			(2)
8.	O-U-3	Directs and controls employment of recon/scout unit by advising commander and others concerning reconnaissance, interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include reconnoitering and selecting observation positions, areas or routes of responsibility and fire positions, and such support as communications, sensing devices, rotary wing aircraft, and issuing and modifying orders as operation progresses.	(1)
			(2)
9.	O-U-6	Participates individually and directly in ground combat using individual weapons, hand-to-hand combat, senses and adjusts supporting fires, and as required performs first aid to self and others, and participates in patrolling. Uses and operates all weapons and equipment as required that is available in the unit TOE.	(1)
			(2)

Form B cont'd

E - 5 Cont'd.



PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Performs general administration by preparing SOPs and instructions, scheduling appointments and conferences, monitoring security of classified documents, and reviewing, interpreting, and applying directives and information.

Date Qualified

Prepares administrative SOPs and instructions  
Schedules appointments and conferences  
Monitors security of classified documents  
Reviews, interprets and applies directives and information

Date

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

## PERFORMANCE STANDARDS

Prepares administrative  
SOPs and instructions:

Demonstrates the ability to prepare SOPs applicable at the platoon level such as vehicle loading diagrams, foot and wall locker arrangements, tool and equipment displays, etc.

Schedules appointments  
and conferences, etc.:

Holds planning conferences with platoon sergeants and/or squad leaders to plan future training according to ARTEP training and evaluation outlines. Schedules appointments for subordinates with higher authorities and with assistance agencies as appropriate or necessary.

Monitors security of  
classified documents:

Complies with AR 380-5 in handling classified material.

Reviews, interprets and  
applies directives  
and information:

Demonstrates responsiveness to guidance and suggestion, both written and oral, as evidenced by punctual submission of reports, following ARTEP outlines for training, compliance with regulations and orders, etc.

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Exercises command authority in military justice matters by issuing formal admonitions and reprimands, preferring charges, reviewing and taking command action on findings of investigating officers, courts and boards, and exercising authority of non-judicial punishment under UCMJ.

Date Qualified

Issues formal admonitions and reprimands

Prefers charges

Reviews and takes command action on findings of  
investigating officers, courts and boards

--

Exercises authority of non-judicial punishment under UCMJ

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

Form C

O-A-3

E - 7

## PERFORMANCE STANDARDS

Issues formal admonitions  
and reprimands:

Wording of formal admonitions and reprimands  
is appropriate for offenses committed.

Prefers charges:

Charges are preferred in accordance with  
command SOPs and directives.

Reviews and takes command  
action on findings of  
investigating officers,  
courts, and boards:

Actions taken as a result of findings and  
recommendations of investigating officers,  
courts, and boards are both timely and  
appropriate.

Exercises authority  
of non-judicial  
punishment under UCMJ:

Punishment meted out is appropriate for the  
offense committed, is within authorized list  
of punishments, and is rendered without undue  
delay after considering all evidence submitted.

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Counsels and evaluates subordinates as troop leader and takes action on personal problems. Follows up actions to help resolve problems of his subordinates using appropriate staff agencies.

Date Qualified

Counsels subordinates  
Takes action on personal problems  
Evaluates subordinates  
Uses assistance agencies

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

Form C

O-A-10

E - 8

## PERFORMANCE STANDARDS

- Counsels subordinates:** Soldiers seeking counsel from evaluating officer have been referred by evaluated officer after a briefing as to rationale for referral. Soldiers report that evaluated officer made himself available for counseling sessions, provided a private and conducive area for conference, maintained the confidentiality of the subject matter, seemed genuinely interested in assisting the person seeking help. Attitude of subordinates reflects confidence in evaluated officer's ability to render worthwhile advice. Subordinates have no doubt as to how they stand in the opinion of the evaluated officer.
- Takes action on personal problems:** The number of soldiers, subordinate to the evaluated officer, who must seek assistance on personal problems from higher authority is small. Soldiers who do seek such assistance report that they were sympathetically listened to by the evaluated officer and that he explained why they must take their problem to higher authority. Evaluated officer assisted in making appointment with higher authority.
- Evaluates subordinates:** Enlisted and officer efficiency reports and recommendations for personal actions submitted by the evaluated officer for indorsement or review by the evaluator reflect sound judgement, are substantiated by demonstrated performance and are free of prejudice. Evaluated officer has discussed ratings with persons being rated and has not withheld counselling sessions until unfavorable ratings were rendered.
- Uses assistance agencies:** Evaluated officer demonstrates a familiarity with the capabilities and limitations of the various assistance agencies (Finance, Chaplain, AER, Red Cross, Army Community Services, etc.), their locations, their hours for conducting business, and how to obtain emergency assistance during non-duty hours.

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Supervises troop appearance and care and maintenance of platoon equipment and facilities by conducting motor stables, individual and unit inspections, and supervision of maintenance records and unit and individual property records.

Date Qualified

Troop Appearance  
Maintenance of Equipment  
Maintenance of Facilities  
Maintenance of Records

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name Commander	Grade
-------------------	-------

Form C  
O-A-11

E - 9

### PERFORMANCE STANDARDS

Troop Appearance:	Commander's inspections and spot checks of personnel reveal that proper standards of hair cuts, clothing and cleanliness are maintained.
Maintenance of Equipment:	Commander's inspections reveal that this officer supervises the condition of all unit and individual equipment, weapons, and vehicles to the required readiness level of his unit.
Maintenance of Facilities:	Facilities under his control conform to batallion, brigade or division SOP.
Maintenance of Records:	Commander's inspections reveal that his equipment records, log books, and property receipts both individual and unit are maintained in accordance with appropriate regulations and SOP.



Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Accomplishes the training program at required skill levels for his platoon and participates in planning and implementing unit training by:

Date Qualified	
	Preparing lesson plans
	Preparing training areas
	Teaching classes and conducting group instruction
	Managing range firing, physical training, unit field training, and proficiency testing
	Maintaining training records

Date	
	Fully Qualified (see reverse for performance standards)

	I have discussed with this officer the areas in which qualification has not yet been achieved and will provide the necessary time and facilities for OJT in these areas.
--	--

Name	Grade
Commander	

Form C

O-E-1

E - 10

### PERFORMANCE STANDARDS

- Preparing Lesson Plans: Uses appropriate reference material, i.e., FM 21-6, Unit ARTEP, Soldier's Manuals, etc. for guidance in preparing to teach subject matter; establishes intermediate training objectives; prepares plans in sufficient detail to permit substitute to teach in emergencies.
- Preparing training areas: Selects appropriate training site, prepares site for class prior to the arrival of students, eliminates distractions wherever possible.
- Teaching classes and conducting group instruction: Instructs subjects at the skill levels prescribed in ARTEP and Soldier's Manual for unit members. To teach at the required skill level he selects and trains sufficient assistants when needed, communicates well with class, sets a good example in appearance, poise, and manner of presentation; oral, written, or performance testing indicates that training objectives were met.
- Managing Range Firing, Physical Training, Unit Field Training, and Proficiency Testing: Demonstrates personal knowledge at the required skill levels for unit members as prescribed in Soldier's Manual of subject area, organizes activity to permit maximum time for student productivity and minimum administrative time loss, assumes overall responsibility and delegates specific task responsibilities to subordinates, ensures that functioning training aids are present where needed.

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Performs supply operations at consumer unit level by inspecting quantities and condition of equipment and supplies on hand, storing and securing organizational property, preparing requests to fill TOE requirements, arranging for drawing and turning in equipment, and maintaining accountability records.

Date Qualified

Inspects equipment to determine condition and quantity on hand  
Stores and secures organizational property  
Prepares requests to fill TOE requirements  
Arranges for drawing and turning in equipment  
Maintains records of accountability

Date

Fully Qualified (see reverse for performance standards)

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

Form C

O-F-1

E - 11

## PERFORMANCE STANDARDS

Inspects equipment  
to determine condition  
and quantity on hand:

Determines the condition of equipment by referring  
to appropriate technical manuals and verifies  
quantities by visual inspection.

Stores and secures  
organizational  
property:

Complies with technical manuals, SOPs and  
directives in storing and securing organizational  
property.

Prepares requests to  
fill TOE requirements:

Initiates requests to fill TOE authorization.

Arranges for drawing  
and turning in  
equipment:

Complies with unit and post SOPs and schedules for  
drawing and turning in equipment.

Maintains records of  
accountability:

Maintains current hand receipts for platoon  
equipment.

PERFORMANCE CERTIFICATION COMPONENT  
TANK/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	---------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Directs and controls employment of Infantry and Armor maneuver unit by interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include such support as communications, sensing devices, rotary wing aircraft, AVLB, issuing and modifying orders as operation progresses, checking personnel and equipment and preparing for further operations.

Date Qualified

Employs tank/mechanized infantry platoon in:

Movement to contact

Hasty attack

Active defense

Defense of a built-up area

\* Preparation of a strong point

\* Defense against aircraft

\* Deliberate attack (live fire)

\*\* Battle run

Supplemental missions

\* applies to mechanized infantry platoon only

\*\* applies to tank platoon only

Date



Fully Qualified (see reverse for performance standards)



I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

PERFORMANCE STANDARDS

Employs tank/mechanized  
infantry platoon in:

ARTEP 71-2, Level 1, references  
for evaluation standards

Movement to contact	page	8-21-1
Hasty attack	"	8-22-1
Active defense	"	8-23-1
Defense of a built-up area	"	8-24-1
* Preparation of a strongpoint	"	8-25-1
* Defense against aircraft	"	8-26-1
* Deliberate attack (live fire)	"	8-27-1
** Battle run	"	8-28-1
Supplemental missions	"	9-1-1 to 9-12-1

\* Applies to mechanized infantry platoon only

\*\* Applies to tank platoon only

Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
RECON/SCOUT PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
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Directs and controls employment of recon/scout unit by advising commander and others concerning reconnaissance, interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include reconnoitering and selecting observation positions, areas or routes of responsibility and fire positions, and such support as communications, sensing devices, rotary wing aircraft, and issuing and modifying orders as operation progresses.

Date Qualified

Employs recon/scout platoon in:

Conduct of a route reconnaissance

Conduct of a screen

Conduct of an area reconnaissance

Conduct of a zone reconnaissance and hasty attack (live fire)

Date

--

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name	Grade
Commander	

Form C

O-U-3

E - 13

PERFORMANCE STANDARDS

Employs recon/scout platoon in:

ARTEP 71-2, Level 1, references  
for evaluation standards

Conduct of a route reconnaissance	page	8-35-1
Conduct of a screen	"	8-36-1
Conduct of an area reconnaissance	"	8-37-1
Conduct of a zone reconnaissance and hasty attack (live fire)	"	8-38-1



Identification No. \_\_\_\_\_

PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name	Grade	Organization	Date Joined in Current Position
------	-------	--------------	---------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Participates individually and directly in ground combat using individual weapons, hand-to-hand combat, senses and adjusts supporting fires, and as required performs first aid to self and others, and participates in patrolling. Uses and operates all weapons and equipment as required that is available in the unit TOE as grouped below:

Date Qualified

Individual weapons  
Crew served weapons  
Grenades, Mines, Demolitions, Launchers, Flares  
Wheel Vehicles  
Track Vehicles  
Radios, Telephones  
Night observation devices and Night Vision weapons sights  
Binoculars, Mil Scales  
Compass, Maps, Aerial Photos  
First Aid  
Patrolling

Date

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Form C

0-U-6

E - 14

Name  
Commander

Grade

### PERFORMANCE STANDARDS

Individual Weapons:	Successfully fires minimum qualification course with TOE weapon; fires familiarization course with all other TOE individual weapons.
Crew Served Weapons:	Successfully fires minimum qualification course in TOE position; fires familiarization course as gunner of all TOE crew served weapons.
Grenades, Mines, Demolitions, Launchers, Flares:	Demonstrates knowledge at Skill Level 4 of function and ability to employ effectively.
Wheel Vehicles:	Passes driver's test for all wheel vehicles in his TOE.
Track Vehicles:	Passes driver's test and demonstrates ability to perform effectively in all crew positions of track vehicles in his TOE.
Radios, Telephones:	Demonstrates ability to operate equipment, open radio net; uses proper radio/telephone procedures, and CEOI.
Night observation, Night vision devices:	Demonstrates ability to operate equipment at Skill Level 4 to include observation and adjustment of fire.
Compass, Maps, Aerial photo- graphs:	Successfully completes the Army Diagnostic Map Reading Test in 2 hours, negotiates a night compass course.
First Aid:	Demonstrates Skill Level 2 ability to prevent or treat for shock, stop bleeding, immobilize a broken limb, and administer mouth to mouth resuscitation.
Patrolling:	Demonstrates ability to brief, inspect, and lead a mounted or dismounted patrol as appropriate.

Identification No. \_\_\_\_\_

INTERVIEW INSTRUMENT  
(Supervisor)

Name (Supervisor)	Grade	Organization	Date
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Name (Incumbent)	Grade	Organization
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1. Do you think the Armor School is now allotting the right amounts of teaching time to the right subjects, or would you recommend changes in the following subject areas? Specifically discuss each area:  
Automotive, Command and Staff, Leadership, Weapons.
2. When a new officer from the Armor School joins your unit do you consider him to be well trained or are there areas in which you must provide him additional training in order to do his job? Discuss.
3. When you receive a new officer do you desire that he arrive fully trained to carry out his TOC job or do you feel that you could do without his full services while he is following OJT under your guidance?
4. If an OJT program for new lieutenants were to be started by the Army at unit level in order to reduce resident time at the Armor School, what subjects do you feel could best be taught at the unit level OJT?

5. Was the incumbent taught subjects at the Armor School which you think could best be taught OJT? If yes, would you expect to have the incumbent report for duty with his unit sooner, or would you expect the branch course to fill the training time with other instruction should this element be left for OJT?
6. Do you believe the job elements on which you have evaluated the incumbent's performance adequately describe his duties? If not, what additional substantive duties does he perform?
7. Do you consider any of these additional duties to be more critical than the job elements on which you have evaluated him? If so, which?
8. Do you believe that your evaluation of the incumbent's performance on the listed job elements is a valid evaluation of his overall performance as a platoon leader/company/troop commander? If not, why?
9. If modified as you suggest, do you believe the job elements could be used to evaluate the incumbent's job performance?
10. Do you see any advantages to using job elements for evaluating an officer's performance much as the Skill Qualification Test (SQT) is used or to be used to evaluate the job proficiency of enlisted men? Elaborate.
11. Granted that subjective judgement must be relied on in some instances, do you feel that sufficient guidance is provided in the performance standards which are provided with the job elements to assist evaluators in making sound subjective judgements when necessary?

12. How long should an incumbent be in command of a platoon/company/troop before he is evaluated on his manner of performance of the job elements for his duty position? Immediately upon assignment to the duty position, three months, six months, 9 months, 1 year, 2 years?
13. Suppose the incumbent has had an interim assignment since graduation from the basic/advanced course before assuming his command position, should the time between graduation and evaluation be based on time elapsed since graduation or on time elapsed since service began in the position of platoon leader/company/troop commander?
14. Do you review the POI of the Armor School with a view towards making program recommendations or have you been satisfied with the school graduates you have received and therefore feel no need to initiate recommendations for changes?
15. Assuming that the officer whom you have evaluated has received "qualified" ratings on some job elements of his position and "unqualified" ratings on others either by you or by a previous commander, would a knowledge of these ratings assist you in assigning duties to this officer? If not, explain why. If so, explain how.

GUIDELINES TO DETERMINE APPROPRIATENESS OF FORMAL TRAINING  
VERSUS  
ON-JOB-TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

Formal Training is most appropriate when:	AGREE	DISAGREE
1. Subject matter is applicable to a relatively large student population.		
2. Proper training facilities are so elaborate that the training must be centralized for their economical utilization.		
3. A knowledge of the subject matter is necessary immediately for a newly commissioned officer while still in a student status.		
4. The subject matter of the training is one which requires a high degree of standardization Army-wide.		
5. The significance of the training in question is so great that it must be presented in a similar manner to all new officers.		
6. Students are trained individually rather than together as a crew or team.		
7. Department of the Army level interest is sufficient to warrant inclusion into a school POI.		
8. The training in question is necessary to prepare students for other subjects in the curriculum.		
9. Equipment wear/damage and/or expendables consumed are such that it is more economical to centralize repairs and/or supply burden at a single location.		
10. The subject matter is one that if the new officer did not learn it at the Service School he may not receive it at his first duty station.		

-2-

	AGREE	DISAGREE
11. The subject serves to identify a new officer who is not qualified physically or emotionally to be an officer in the particular Branch.		
12. Teaching the subject at a centralized location facilitates keeping this subject matter up-to-date and to disseminate up-to-date knowledge.		

GUIDELINES TO DETERMINE APPROPRIATENESS OF ON-THE-JOB TRAINING  
VERSUS  
FORMAL OR SCHOOL TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

OJT is most appropriate when:	AGREE	DISAGREE
1. Applicable to a relatively small student population.		
2. Requires only the user equipment itself or very simple training devices.		
3. Not sufficiently critical to expected job requirements to warrant a delay in reporting for duty in order to permit inclusion in an expanded school curriculum.		
4. Standardization of the manner of presentation of instruction is not important.		
5. Subject matter is not standardized and will not be taught repeatedly over a relatively long-time period.		
6. Students are trained together as a crew or team rather than individually.		
7. Interest in the subject matter is primarily at the local or implementation level rather than at DA, FORSCOM, TRADOC, etc. levels.		
8. The necessary training is unique to persons assigned to a few specialized units.		
9. Repetitive training is necessary in order to retain proficiency in the subject matter.		



## Appendix F

## ARMY RESEARCH INSTITUTE

Project No. \_\_\_\_\_

Date \_\_\_\_\_

MEMORANDUM FOR:     Armor Company Commander Participating in Department  
                          of Army Training Feedback Survey

This field survey is an important part of a research project being conducted by The U.S. Army Research Institute, Headquarters, Department of the Army. Through this research a mechanism is being developed for providing objective feedback from the field regarding the adequacy of occupational training by utilizing the existing Duty Module base to the maximum practical extent.

A Duty Module consists of a cluster of related tasks, comprising a distinctive and relatively self-contained component of a job. An officer's duty position usually will contain several Duty Modules, each describing a specific cluster of tasks. Similar task clusters found in different duty positions are described in a common Duty Module. It should be possible to describe the significant duties of any given position by using a distinctive combination of Duty Modules or job elements, like building blocks.

After a thorough study of the job content of Army positions, research analysts have developed a number of experimental Job Elements or Performance Certification Components (PCCs) for certain categories of officer positions to include that of tank and reconnaissance company/troop commander/platoon leader. As a participant in the survey phase of this project, you are asked to evaluate the relative criticality or importance of the PCC/job elements applicable to your position and to indicate whether you consider your preparation to perform the tasks embodied in the PCCs to be adequate.

The data you provide are for research purposes only and will not in any way become part of your DA personnel file.

Your cooperation in this research for the Army is appreciated.

Instructions follow on the next page.

## INSTRUCTIONS

(Incumbent)

### Project Materials

Attached are the following project materials. Please examine and check them against the list below.

Form A. Privacy Act Statement. This statement requires your signature in order to permit the use for research purposes only of confidential information which you provide and which is provided by your supervisor concerning your manner of demonstrated performance on the Job Elements/Performance Certification Components (PCCs), which comprise your military job. Your participation in this research is strictly voluntary. There will be no effect on you or your records if you decline to participate.

Form B. Cover Sheet. This is divided into two parts: Part I, for you to provide identification data for research purposes only; and Part II, for you to fill out after completing all of the attached forms.

In the right corner of this sheet is an Individual Survey Identification Number assigned to your forms. On the back is space for any comments.

Form C. Criticality and Adequacy of Preparation Form. This is two pages on which the nine (9) Job Elements or Performance Certification Components (PCCs) which may be applicable to your duty position are listed with criticality definitions attached.

### Procedures

1. Read and sign Privacy Act Statement, Form A.
2. Fill in Part I of your Cover Sheet, Form B. Please type or print legibly.
3. Turn to Form C
  - a. Read the definitions of the values or dimensions from "0" through "3" which you are to use in indicating the criticality which you ascribe to each PCC.
  - b. Now read each of the nine (9) PCCs which may describe your duties as a tank/reconnaissance platoon leader/company commander. Place the appropriate number in the column headed "criticality." You may indicate different criticality values for combat and garrison situations.
  - c. Place an "X" in one of the next two columns to indicate whether you consider your preparation to perform this PCC at this time to be adequate or inadequate. Remember that one of the main goals of this research project is to "provide objective feedback from the field regarding the adequacy of occupational training."

- d. Place an "X" in either one or both of the last two columns to indicate where you received the preponderance of training in order to prepare you to perform each PCC. Place an "X" in both columns only if you consider school and OJT preparation to be of equal value in your particular case.
3. Go back to the cover sheet and complete Part II as indicated.

Thank you for your time and effort to assist with this research project.

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

(5 U.S.C. 552a)

**TITLE OF FORM**

**Armor Officer Performance Certification Component Evaluation**

**PRESCRIBING DIRECTIVE**

**AR 70-1**

**1. AUTHORITY**

**10 USC Sec 4503**

**2. PRINCIPAL PURPOSE(S)**

The data collected with the attached form are to be used for research purposes only

**3. ROUTINE USES**

Your signature in the space provided on the attached form, constitutes permission to release an evaluation of your qualification to perform selected job elements or Performance Certification Components (PCCs) which make up your job to the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. Your name will be used for administrative and statistical control purposes only. Full confidentiality of your evaluation by a supervisor and your own opinion as to the adequacy of your preparation to perform in your duty position will be maintained in the processing of these data.

**4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION**

Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if desired.

**FORM**

**Privacy Act Statement - 26 Sep 75**

**DA Form 4368-R, 1 May 75**

**Cover for Form A**

ARMOR OFFICER JOB ELEMENT  
PERFORMANCE CERTIFICATION COMPONENT (PCC) EVALUATION  
(Incumbent)

1. Department of the Army (Army Research Institute) is currently conducting research on relationship of school training to quality of performance on first duty assignment after completion of this training. This research involves collection of duty performance evaluations for a selected sample of recent students in certain Armor School officer classes.
2. Collection of these evaluations is for statistical purposes in the conduct of this research, and they will be utilized by the Army Research Institute only for these purposes. They will not be made available for any operational review or administrative records, and upon completion of the research, all records which provide any personal identification will be destroyed.
3. You, as an officer in one of the research samples, are requested to permit the release of your evaluation on selected job elements (PCCs) by a supervisor and your own opinion as to the adequacy of your preparation to perform these PCCs to the research personnel involved for the stated purposes. This release is entirely voluntary as defined on DA form 4368-R attached, and will be permitted by you, by your signature on the line below.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
SSN

\_\_\_\_\_  
Date

Form B

Cover Sheet  
(Incumbent)

Individual Survey Identification Number \_\_\_\_\_

Part I -- Identification data, to be completed by incumbent as first step:  
(Please print or type; legible entries are essential)

Position title \_\_\_\_\_; date assigned to this position \_\_\_\_\_

Organization/unit \_\_\_\_\_; date joined this unit \_\_\_\_\_

Station \_\_\_\_\_; zip code \_\_\_\_\_

Your grade \_\_\_\_\_; Your branch \_\_\_\_\_

Your primary OPMS specialty \_\_\_\_\_

Source of commission: \_\_\_\_\_ OCS; \_\_\_\_\_ ROTC; \_\_\_\_\_ USMA; \_\_\_\_\_ OTHER: \_\_\_\_\_

Graduated AOBC: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated AOAC: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated Motor Officer course: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated Ranger course: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated Airborne course: \_\_\_\_\_ yes, \_\_\_\_\_ no, date: \_\_\_\_\_

Graduated \_\_\_\_\_ (other officer) course, date: \_\_\_\_\_

Today's date \_\_\_\_\_

Part II -- To be filled out by incumbent on completing the attached forms.

1. What estimated percentage of your total working time is accounted for by the nine (9) Job Elements/PCCs listed on Form C?

a. In actual or simulated combat operations or support? \_\_\_\_\_%

b. In garrison and other than "a" above? \_\_\_\_\_%

Form B

VALUE OR  
DIMENSION

DEFINITION

- |   |  |
|---|--|
| 0 | Tasks are not relevant to survivability or to mission accomplishment or are not performed by incumbent.  |
| 1 | Tasks whose successful performance contribute towards high morale and efficient operations but are not critical to mission accomplishment or survivability on the battlefield.   |
| 2 | Tasks which are important in order to comply with regulations, demonstrate leadership, and maintain discipline and combat readiness, but which are not critical to mission accomplishment or survivability on the battlefield. |
| 3 | Tasks which are essential to the accomplishment of the unit mission or to survivability on the battlefield.  |

Inclosure to Form C

(Incumbent)

CRITICALITY AND ADEQUACY OF PREPARATION FORM

No.	Code	Performance Certification Components (PCCs)	Criticality	Preparation Adequate	Preparation Inadequate	Preparation Acquired In Service Schools	Preparation Acquired OJT
1.	0-A-2	Performs general administration by preparing SOPs and instructions, scheduling appointments and conferences, monitoring security of classified documents, and reviewing, interpreting, and applying directives and information. (1)					
		(2)					
2.	0-A-3	Exercises command authority in military justice matters by issuing formal admonitions and reprimands, preferring charges, reviewing and taking command action on findings of investigating officers, courts, and boards, and exercising authority of non-judicial punishment under UCMJ. (1)					
		(2)					
3.	0-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems. Follows up actions to help resolve problems of his subordinates using appropriate staff agencies. (1)					
		(2)					
4.	0-A-11	Supervises troop appearance and care and maintenance of platoon equipment and facilities by conducting motor stables, individual and unit inspections, and supervision of maintenance records and unit and individual property records. (1)					
		(2)					
5.	0-E-1	Accomplishes the training program at required skill levels for his platoon and participates in planning and implementing unit training. (1)					
		(2)					

Horizontal:

- (1) Applicable in actual or simulated combat or combat support operations.
- (2) Applicable in garrison and other than (1) above.

Form C

F - 7



No.	Code	Performance Certification Components (PCCs)	Criticality	Preparation Adequate	Preparation Inadequate	Preparation Acquired In Service Schools	Preparation Acquired OJT
6.	O-F-1	Performs supply operations at consumer unit level by inspecting quantities and condition of equipment and supplies on hand, storing and securing organizational property, preparing requests to fill TOE requirements, arranging for drawing and turning in equipment, and maintaining accountability records. (1)					
		(2)					
7.	O-U-1	Directs and controls employment of Infantry and Armor maneuver unit by interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include such support as communications, sensing devices, rotary wing aircraft, AVLB, issuing and modifying orders as operation progresses, checking personnel and equipment and preparing for further operations. (1)					
		(2)					
8.	O-U-3	Directs and controls employment of recon/scout unit by advising commander and others concerning reconnaissance, interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include reconnoitering and selecting observation positions, areas or routes of responsibility and fire positions, and such support as communications, sensing devices, rotary wing aircraft, and issuing and modifying orders as operation progresses. (1)					
		(2)					
9.	O-U-6	Participates individually and directly in ground combat using individual weapons, hand-to-hand combat, senses and adjusts supporting fires, and as required performs first aid to self and others, and participates in patrolling. Uses and operates all weapons and equipment as required that is available in the unit TOE. (1)					
		(2)					

Form C cont'd

F - 7 Cont'd.

Identification No. \_\_\_\_\_

INTERVIEW INSTRUMENT  
(Incumbent)

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Name (Supervisor)	Grade	Organization	Date
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Name (Incumbent)	Grade	Organization
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1. In your assignment as a platoon leader/company/troop commander, have you felt a need for some form or type of training which was not presented at the Armor school? If so, describe.
2. In comparing the job elements, which you have been shown, with the Program of Instruction (POI) of the Basic course, I note that neither Methods of Military Instruction nor Medical Treatment (first aid) were included in the POI due to the length of the course. Have you received any training in either of these subjects? If so, where?
3. Have you received on-the-job training (OJT) while in your current duty assignment in any of the job elements which you have been shown?  
If so, which ones?
4. If you had a choice as to whether you could receive additional training at the Armor School before or OJT after assuming command of your unit, which would you prefer and why?
5. Do you perform substantive other duties besides those listed in the job elements for a platoon leader/company/troop commander? If so, what are they?

6. Where did you receive the training to prepare you to perform these additional duties?
7. Do you consider any of these additional duties which you perform to be more critical to your job than those job elements which I have shown you? If so, which ones?
8. Do you believe that your manner of performance in your current duty position can be evaluated solely on the basis of the job elements for your duty position much as the ARTEP can be used to evaluate a unit? Discuss.
9. If modified as you suggest, do you believe that the job elements could be used to evaluate your performance in your job?
10. Do you see any advantages to using job elements for evaluating an officer's qualifications much as the Skill Qualification Test (SQT) is used or to be used to evaluate the job proficiency of enlisted men? Elaborate.
11. Can you think of any ways to measure an officer's performance of the job elements without relying on subjective observations or judgement? (Discuss job element performance standards individually)
12. How long following graduation from your branch school should you be in command before being evaluated on the job elements for your position? Immediately following graduation, 3 months, 6 months, 9 months, 1 year, 2 years?
13. Suppose you had been assigned to an interim position between your graduation from the Armor School and your current assignment; should the time between graduation and your evaluation on the job elements be based on time elapsed since graduation or on time elapsed since assuming your command position?

14. The various Soldier's Manuals contain all the tasks that a soldier must be able to perform in order to be qualified in his MOS and at his skill level. The Skill Qualification Test (SQT) for a given MOS and skill level can be partly scored by task certification or unit commander observation and report. Would a knowledge on your part of all the job elements which pertain to your current position assist you in your professional development by defining what you must be able to do in order to be job qualified?

GUIDELINES TO DETERMINE APPROPRIATENESS OF FORMAL TRAINING  
VERSUS  
ON-JOB-TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

Formal Training is most appropriate when:		AGREE	DISAGREE
1.	Subject matter is applicable to a relatively large student population.		
2.	Proper training facilities are so elaborate that the training must be centralized for their economical utilization.		
3.	A knowledge of the subject matter is necessary immediately for a newly commissioned officer while still in a student status.		
4.	The subject matter of the training is one which requires a high degree of standardization Army-wide.		
5.	The significance of the training in question is so great that it must be presented in a similar manner to all new officers.		
6.	Students are trained individually rather than together as a crew or team.		
7.	Department of the Army level interest is sufficient to warrant inclusion into a school POI.		
8.	The training in question is necessary to prepare students for other subjects in the curriculum.		
9.	Equipment wear/damage and/or expendables consumed are such that it is more economical to centralize repairs and/or supply burden at a single location.		
10.	The subject matter is one that if the new officer did not learn it at the Service School he may not receive it at his first duty station.		

-2-

	AGREE	DISAGREE
11. The subject serves to identify a new officer who is not qualified physically or emotionally to be an officer in the particular Branch.		
12. Teaching the subject at a centralized location facilitates keeping this subject matter up-to-date and to disseminate up-to-date knowledge.		

GUIDELINES TO DETERMINE APPROPRIATENESS OF ON-THE-JOB TRAINING  
VERSUS  
FORMAL OR SCHOOL TRAINING FOR SPECIFIC JOB ELEMENTS OF THE ASSIGNMENT

OJT is most appropriate when:	AGREE	DISAGREE
1. Applicable to a relatively small student population.		
2. Requires only the user equipment itself or very simple training devices.		
3. Not sufficiently critical to expected job requirements to warrant a delay in reporting for duty in order to permit inclusion in an expanded school curriculum.		
4. Standardization of the manner of presentation of instruction is not important.		
5. Subject matter is not standardized and will not be taught repeatedly over a relatively long-time period.		
6. Students are trained together as a crew or team rather than individually.		
7. Interest in the subject matter is primarily at the local or implementation level rather than at DA, FORSCOM, TRADOC, etc. levels.		
8. The necessary training is unique to persons assigned to a few specialized units.		
9. Repetitive training is necessary in order to retain proficiency in the subject matter.		

## APPENDIX G

### Revised Survey Instruments

Criticality Definitions -----	G-1
Criticality and Adequacy of Preparation	
Form -----	G-2
PCC Format and Content of No. O-A-2 -----	G-3
Content of PCC No. O-U-6 -----	G-4



## APPENDIX G-1

### VALUE OR DIMENSION

### DEFINITION

- |   |   |
|---|---|
| 0 | Tasks which are <u>not relevant</u> to mission accomplishment or are <u>not performed</u> by incumbent. |
| 1 | Tasks which are <u>required</u> but which are not important to mission accomplishment.                  |
| 2 | Tasks which are <u>important</u> but which are not critical to mission accomplishment.                  |
| 3 | Tasks which are <u>critical</u> to the accomplishment of the unit mission.                              |

APPENDIX G-2

CRITICALITY AND ADEQUACY OF PREPARATION FORM

No.	Code	Performance Certification Components (PCCs)	VALUE		Preparation		Where Prepared	
			Criticality		Adequate	Inadequate	Service School	On-the-Job
1.	0-A-2	Performs general administration by preparing SOPs and instructions, scheduling appointments and conferences, monitoring security of classified documents, and reviewing, interpreting, and applying directives and information.						
2.	0-A-3	Exercises command authority in military justice matters by issuing formal admonitions and reprimands, preferring charges, reviewing and taking command action on findings of investigating officers, courts, and boards, and exercising authority of non-judicial punishment under UCMJ.						
3.	0-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems. Follows up actions to help resolve problems of his subordinates using appropriate staff agencies.						
4.	0-A-11	Supervises troop appearance and care and maintenance of unit equipment and facilities by conducting motor stables, individual and unit inspections, and supervision of maintenance records and unit and individual property records.						
5.	0-E-1	Accomplishes the training program at required skill levels for his platoon and participates in planning and implementing unit training.						

APPENDIX G-2

CRITICALITY AND ADEQUACY OF PREPARATION FORM

No.	Code	Performance Certification Components (PCCs)	VALUE	Preparation		Where Prepared	
			Criticality	Adequate	Inadequate	Service School	On-the-Job
6.	O-F-1	Performs supply operations at consumer unit level by inspecting quantities and condition of equipment and supplies on hand, storing and securing organizational property, preparing requests to fill TOE requirements, arranging for drawing and turning in equipment, and maintaining accountability records.					
7.	O-U-1	Directs and controls employment of Infantry and Armor maneuver unit by interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include such support as communications, sensing devices, rotary wing aircraft, AVLB, issuing and modifying orders as operation progresses, checking personnel and equipment and preparing for further operations.					
8.	O-U-3	Directs and controls employment of recon/scout unit by advising commander and others concerning reconnaissance, interpreting/evaluating orders/information before coordinating actions with adjacent units, planning employment of unit to include reconnoitering and selecting observation positions, areas or routes of responsibility and fire positions, and such support as communications, sensing devices, rotary wing aircraft, and issuing and modifying orders as operation progresses.					



Identification No. \_\_\_\_\_

APPENDIX G-3  
PERFORMANCE CERTIFICATION COMPONENT  
TANK/RECON/INF. PLATOON LEADERS

Name (Incumbent)	Grade	Organization	Date Joined In Current Position
------------------	-------	--------------	------------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Performs general administration by preparing SOPs and instructions, monitoring security of classified documents, and reviewing, interpreting, and applying directives and information.

Satisfactory	Unsatisfactory	Not Observed or Not Evaluated

Prepares administrative SOPs and instructions.

Monitors security of classified documents.

Reviews, interprets, and applies directives and information.

Date

or  
Date

Fully Qualified (see reverse for performance standards)

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Name _____	(Supervisor)	Grade _____
Commander		

### PERFORMANCE STANDARDS

Prepares administrative SOPs and instructions:	Demonstrates the ability to prepare SOPs applicable at the platoon level such as vehicle loading diagrams, foot and wall locker arrangements, tool and equipment displays, etc.
Monitors security of classified documents:	Complies with AR 380-5 in handling classified material.
Reviews, interprets, and applies directives and information:	Demonstrates responsiveness to guidance and suggestion, both written and oral, as evidenced by punctual submission of reports, following ARTEP outlines for training, compliance with regulations and orders, etc.

Identification No. \_\_\_\_\_  
 Supervisor \_\_\_\_\_

APPENDIX G-4

PERFORMANCE CERTIFICATION COMPONENT  
 TANK/RECON/INF. COMPANY COMMANDERS

Name (Incumbent)	Grade	Organization	Date Joined in Current Position
------------------	-------	--------------	---------------------------------

Service School Attended	Course	Class No.	Date Graduated
-------------------------	--------	-----------	----------------

Participates individually and directly in ground combat using individual weapons, hand-to-hand combat, senses and adjusts supporting fires, and as required performs first aid to self and others, and participates in patrolling. Uses and operates all weapons and equipment as required that is available in the unit TOE as grouped below:

Date Qualified

- Individual weapons
- Crew served weapons
- Grenades, Mines, Demolitions, Launchers, Flares
- Wheel Vehicles
- Track Vehicles
- Radios, Telephones
- Night observation devices and Night Vision weapons sights
- Supporting fires
- Compass, Maps, Aerial Photos
- First Aid
- Patrolling

Date

Fully Qualified (see reverse for performance standards)

--

I have discussed with this officer the areas in which qualification has not been achieved and will provide the necessary time and facilities for OJT in these areas.

Form C  
 O-U-6  
 G - 4

Name Commander	Grade
-------------------	-------

### PERFORMANCE STANDARDS

Individual Weapons:	Successfully fires minimum qualification course with TOE weapon; fires familiarization course with all other TOE individual weapons.
Crew Served Weapons:	Successfully fires minimum qualification course in TOE position; fires familiarization course as gunner of all TOE crew served weapons.
Grenades, Mines, Demolitions, Launchers, Flares:	Demonstrated knowledge at Skill Level 4 of function and ability to employ effectively.
Wheel Vehicles:	Passes driver's test for all wheel vehicles in his TOE.
Track Vehicles:	Passes driver's test and demonstrates ability to perform effectively in all crew positions of track vehicles in his TOE.
Radios, Telephones:	Demonstrates ability to operate equipment, open radio net; uses proper radio/telephone procedures, and CEOI.
Night Observation, Night Vision Devices:	Demonstrates ability to operate equipment Skill Level 4 to include observation and adjustment of fire:
Supporting Fires:	Within five adjustments, using the bracket method to adjust fire, achieve effect on target.
Compass, Maps, Aerial Photographs:	Successfully completes the Army Diagnostic Map Reading Test in 2 hours, negotiates a night compass course.
First Aid:	Demonstrates Skill Level 2 ability to prevent or treat for shock, stop bleeding, immobilize a broken limb, and administer mouth-to-mouth resuscitation.
Patrolling:	Demonstrates ability to brief, inspect, and lead a mounted or dismounted patrol as appropriate.



## APPENDIX H

Comparison of the Programs of Instruction (POI's)  
for the Basic (AOBC) and Advanced (AOAC) courses  
at The Armor School (TAS) with task lists from  
Duty Modules applicable to Armor Company/Troop  
Commanders and Platoon Leaders

AOAC ----- H-1

AOBC ----- H-2

Source: Directorate of Training, TAS

H - 1

## ADAC

TASK INCLUDED  
IN FBI  
YES NO

		Duty Module	Code	Task
✓	✓	0-A-2	0013	Prepare daily bulletin or similar publication.
	✓	0-A-2	0021	Provide for reproduction and duplication services.
✓		0-A-2	0004	Prepare and review unit journal, historical records, and morning report (or change reports for centralized systems).
	✓	0-A-2	0006	Establish and monitor arrangements for collection and distribution of mail within unit.
	✓	0-A-2	0007	Establish and operate unit message center.
✓		0-A-2	0017	Establish and operate suspense system.
✓		0-A-2	0018	Authenticate orders and official correspondence.
	✓	0-A-2	0019	Establish and post files of records and regulations.
✓		0-A-2	0020	Schedule appointments, conferences, and other such activities.
✓		0-A-11	0084	Perform maintenance record administration in unit.
✓		0-E-1	0278	Prepare lesson plans for training.
✓		0-E-1	0290	Post training records, training publications, and submit training reports.
✓		0-A-2	0003	Prepare and review administrative correspondence, memoranda, and reports.
✓		0-A-2	0005	Administer unit funds.
✓		0-A-2	0008	Screen incoming correspondence and distribute for action or information.
✓		0-A-2	0012	Review, interpret and apply directives and information.

H - 1

TASK INCLUDED  
IN PDI

YES NO

✓

Duty  
Module

Code

Task

0-A-2

0014

Prepare administrative SOPs and instruction.

✓

0-A-2

0015

Monitor security of classified documents.

✓

0-A-3

0022

Issue formal admonitions and reprimands.

✓

0-A-3

0023

Prefer charges.

✓

0-A-3

0024

Appoint investigating officers, boards and members of courts-martial.

✓

0-A-3

0025

Review and take command action on findings of investigating officers, courts, and boards.

✓

0-A-3

0026

Exercise authority of non-judicial punishment under UCMJ.

✓

0-A-10

0076

Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.

✓

0-A-10

0077

Investigate and seek information to counsel, advise, or assist subordinates.

✓

0-A-10

0078

Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.

✓

0-A-10

0079

Evaluate subordinates.

✓

0-A-11

0080

Operate "motor stables" or similar activity for care and maintenance of vehicles, aircraft and associated equipment.

✓

0-A-11

0081

Monitor care and maintenance and security of weapons and other equipment.

✓

0-A-11

0082

Monitor care, security, and maintenance of facilities, grounds, and installation property in unit custody.

TASK INCLUDED  
IN ROI  
YES NO

	<u>Duty Module</u>	<u>Code</u>	<u>Task</u>
✓	0-A-11	0083	Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.
✓	0-A-11	0085	Inspect troops, equipment and facilities.
✓	0-E-1	0277	Prepare training schedules in accordance with training programs and directives.
✓	0-E-1	0279	Arrange for training areas, training materials and aids.
✓	0-E-1	0280	Teach formal classes by lecture.
✓	0-E-1	0281	Conduct group instruction.
✓	0-E-1	0282	Conduct demonstrations.
✓	0-E-1	0283	Conduct individual on-the-job training.
✓	0-E-1	0284	Conduct practical applicatory team training.
✓	0-E-1	0285	Manage range firing.
✓	0-E-1	0286	Conduct physical training.
✓	0-E-1	0287	Conduct unit operational training exercises.
✓	0-E-1	0288	Monitor and inspect training.
✓	0-E-1	0289	Test and evaluate training status and proficiency.
✓	0-U 1	0800	Employ armor vehicle launch bridge.
✓	0-U-1	0787	Interpret orders, obtain intelligence and other information pertaining to mission.
✓	0-U-1	0788	Evaluate relevant factors including mission, enemy, terrain, and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation.

TASK INCLUDED  
IN PAR  
YES NO

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

Duty Module	Code	Task
0-U-1	0789	Plan disposition and employment of unit.
0-U-1	0790	Arrange for and coordinate fire support.
0-U-1	0791	Issue orders to carry out unit's mission.
0-U-1	0792	Inform own, superior, subordinate, and adjacent units on situation.
0-U-1	0793	Coordinate actions with friendly units and civil authorities.
0-U-1	0794	Evaluate operations progress and modify orders as the situation warrants.
0-U-1	0795	Check personnel, weapons, equipment and supplies, and prepare for further operations.
0-U-1	0796	Plan and employ communications.
0-U-1	0797	Employ surveillance radar, sensing devices, and take other measures to establish local security.
0-U-1	0798	Employ and coordinate use of rotary wing aircraft in tactical operations.
0-U-1	0799	Assign personnel to duty, inspect work, train in proper procedures and provide leadership.
0-U-3	0808	Advise commander and others concerning reconnaissance.
0-U-3	0809	Interpret orders, evaluate intelligence and other information pertaining to mission, and make estimate of situation.
0-U-3	0810	Reconnoiter and select observation positions, areas or routes of responsibility, and fire positions.
0-U-3	0811	Plan and execute application of listening posts and surveillance devices in night operations.

TASK INCLUDED  
IN POI  
YES NO

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

1

Duty  
Module

Code

Task

0-U-3

0812

Arrange for and coordinate fire support and support of other combat units.

0-U-3

0813

Coordinate operations with higher, adjacent and subordinate units.

0-U-3

0814

Control operations and modify orders as situation dictates.

0-U-3

0815

Render reports on tactical situation and developments.

0-U-3

0816

Employ aerial reconnaissance and attack unit.

0-U-6

0832

Fight enemy at close range with individual weapons or in hand-to-hand combat.

0-U-6

0833

Employ night vision equipment in reconnaissance and target identification.

0-U-6

0834

Sense effect of fire and adjust fire accordingly.

0-U-6

0835

Drive vehicle in combat when regular operator is incapacitated or unavailable.

0-U-6

0836

Employ first aid.

0-U-6

0837

Operate crew-served weapons when regular crew is depleted.

0-U-6

0838

Operate field telephone and voice radio.

0-U-6

0839

Serve in patrols as required by the tactical situation.

TASK INCLUDED  
IN POI

YES NO

	<u>Duty Module</u>	<u>Code</u>	<u>Task</u>
✓	J-F-1	0309	Prepare supply SOP and directives for unit supply.
✓	J-F-1	0310	Determine unit requirements and prepare requisitions.
✓	J-F-1	0311	Arrange for drawing and turn-in of supplies, equipment, and weapons.
✓	J-F-1	0312	Store, secure, control, and issue unit supplies, equipment and weapons.
✓	J-F-1	0313	Prepare unit property and supply records and reports.
✓	J-F-1	0314	Prepare individual clothing and equipment records.
✓	J-F-1	0315	Inspect condition and verify quantities of organizational equipment, weapons, and supplies.
✓	J-F-1	0316	Prepare reports of survey and droppage certifications.
✓	J-F-1	0317	Process items for repair and salvage.
✓	J-F-1	0318	Arrange for laundry and dry cleaning services and footgear repair.

H - 2  
A0BC

TASK INCLUDED  
IN P01  
YES NO

		Duty Module	Code	Task
✓	✓	0-A-2	0013	Prepare daily bulletin or similar publication.
✓	✓	0-A-2	0021	Provide for reproduction and duplication services.
✓	✓	0-A-2	0004	Prepare and review unit journal, historical records, and morning report (or change reports for centralized systems).
✓	✓	0-A-2	0006	Establish and monitor arrangements for collection and distribution of mail within unit.
✓	✓	0-A-2	0007	Establish and operate unit message center.
✓	✓	0-A-2	0017	Establish and operate suspense system.
✓	✓	0-A-2	0018	Authenticate orders and official correspondence.
✓	✓	0-A-2	0019	Establish and post files of records and regulations.
✓	✓	0-A-2	0020	Schedule appointments, conferences, and other such activities.
✓	✓	0-A-11	0084	Perform maintenance record administration in unit.
✓	✓	0-E-1	0278	Prepare lesson plans for training.
✓	✓	0-E-1	0290	Post training records, training publications, and submit training reports.
✓	✓	0-A-2	0003	Prepare and review administrative correspondence, memoranda, and reports.
✓	✓	0-A-2	0005	Administer unit funds.
✓	✓	0-A-2	0008	Screen incoming correspondence and distribute for action or information.
✓	✓	0-A-2	0012	Review, interpret and apply directives and information.

H - 2



TASK INCLUDED  
IN RAI

YES NO

✓

1 Duty  
Module

Code

Task

0-A-2

0014

Prepare administrative SOPs and instruction.

✓

0-A-2

0015

Monitor security of classified documents.

✓

0-A-3

0022

Issue formal admonitions and reprimands.

✓

0-A-3

0023

Prefer charges.

✓

0-A-3

0024

Appoint investigating officers, boards and members of courts-martial.

✓

0-A-3

0025

Review and take command action on findings of investigating officers, courts, and boards.

✓

0-A-3

0026

Exercise authority of non-judicial punishment under UCMJ.

✓

0-A-10

0076

Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.

✓

0-A-10

0077

Investigate and seek information to counsel, advise, or assist subordinates.

✓

0-A-10

0078

Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.

✓

0-A-10

0079

Evaluate subordinates.

✓

0-A-11

0080

Operate "motor stables" or similar activity for care and maintenance of vehicles, aircraft and associated equipment.

✓

0-A-11

0081

Monitor care and maintenance and security of weapons and other equipment.

✓

0-A-11

0082

Monitor care, security, and maintenance of facilities, grounds, and installation property in unit custody.

TASK INCLUDED  
IN R01  
YES NO

✓

Duty Module	Code	Task
0-A-11	0083	Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.

✓

0-A-11	0085	Inspect troops, equipment and facilities.
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✓

0-E-1	0277	Prepare training schedules in accordance with training programs and directives.
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✓

0-E-1	0279	Arrange for training areas, training materials and aids.
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✓

0-E-1	0280	Teach formal classes by lecture.
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✓

0-E-1	0281	Conduct group instruction.
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✓

0-E-1	0282	Conduct demonstrations.
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✓

0-E-1	0283	Conduct individual on-the-job training.
-------	------	---

✓

0-E-1	0284	Conduct practical applicatory team training.
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✓

0-E-1	0285	Manage range firing.
-------	------	----------------------

✓

0-E-1	0286	Conduct physical training.
-------	------	----------------------------

✓

0-E-1	0287	Conduct unit operational training exercises.
-------	------	--

✓

0-E-1	0288	Monitor and inspect training.
-------	------	-------------------------------

✓

0-E-1	0289	Test and evaluate training status and proficiency.
-------	------	--

✓

0-U 1	0800	Employ armor vehicle launch bridge.
-------	------	-------------------------------------

✓

0-U-1	0787	Interpret orders, obtain intelligence and other information pertaining to mission.
-------	------	--

✓

0-U-1	0788	Evaluate relevant factors including mission, enemy, terrain, and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation.
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TASK INCLUDED IN RPT		Duty Module	Code	Task
YES	NO			
✓		0-U-1	0789	Plan disposition and employment of unit.
	✓	0-U-1	0790	Arrange for and coordinate fire support.
✓		0-U-1	0791	Issue orders to carry out unit's mission.
	✓	0-U-1	0792	Inform own, superior, subordinate, and adjacent units on situation.
	✓	0-U-1	0793	Coordinate actions with friendly units and civil authorities.
✓		0-U-1	0794	Evaluate operations progress and modify orders as the situation warrants.
✓		0-U-1	0795	Check personnel, weapons, equipment and supplies, and prepare for further operations.
✓		0-U-1	0796	Plan and employ communications.
✓		0-U-1	0797	Employ surveillance radar, sensing devices, and take other measures to establish local security.
✓		0-U-1	0798	Employ and coordinate use of rotary wing aircraft in tactical operations.
✓		0-U-1	0799	Assign personnel to duty, inspect work, train in proper procedures and provide leadership.
✓		0-U-3	0808	Advise commander and others concerning reconnaissance.
✓		0-U-3	0809	Interpret orders, evaluate intelligence and other information pertaining to mission, and make estimate of situation.
✓		0-U-3	0810	Reconnoiter and select observation positions, areas or routes of responsibility, and fire positions.
✓		0-U-3	0811	Plan and execute application of listening posts and surveillance devices in night operations.

TASK INCLUDED  
IN PDI  
YES NO

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

1	Duty Module	Code	Task
	0-U-3	0812	Arrange for and coordinate fire support and support of other combat units.
	0-U-3	0813	Coordinate operations with higher, adjacent and subordinate units.
	0-U-3	0814	Control operations and modify orders as situation dictates.
	0-U-3	0815	Render reports on tactical situation and developments.
	0-U-3	0816	Employ aerial reconnaissance and attack unit.
	0-U-6	0832	Fight enemy at close range with individual weapons or in hand-to-hand combat.
	0-U-6	0833	Employ night vision equipment in reconnaissance and target identification.
	0-U-6	0834	Sense effect of fire and adjust fire accordingly.
	0-U-6	0835	Drive vehicle in combat when regular operator is incapacitated or unavailable.
	0-U-6	0836	Employ first aid.
	0-U-6	0837	Operate crew-served weapons when regular crew is depleted.
	0-U-6	0838	Operate field telephone and voice radio.
	0-U-6	0839	Serve in patrols as required by the tactical situation.

TASK INCLUDED  
IN FOR

YES NO

		<u>Duty</u> <u>Module</u>	<u>Code</u>	<u>Task</u>
✓		)-F-1	0309	Prepare supply SOP and directives for unit supply.
✓		)-F-1	0310	Determine unit requirements and prepare requisitions.
✓		)-F-1	0311	Arrange for drawing and turn-in of supplies, equipment, and weapons.
✓		)-F-1	0312	Store, secure, control, and issue unit supplies, equipment and weapons.
✓		)-F-1	0313	Prepare unit property and supply records and reports.
✓		)-F-1	0314	Prepare individual clothing and equipment records.
✓		)-F-1	0315	Inspect condition and verify quantities of organizational equipment, weapons, and supplies.
✓		)-F-1	0316	Prepare reports of survey and droppage certifications.
✓		)-F-1	0317	Process items for repair and salvage.
✓		)-F-1	0318	Arrange for laundry and dry cleaning services and footgear repair.

## APPENDIX I

### Preliminary Task Criticality Survey Among Panel of Experts

Company/Troop Commander Tasks ----- I-1  
Platoon Leader Tasks ----- I-2

## PRELIMINARY TASK CRITICALITY SURVEY AMONG PANEL OF EXPERTS

Richard A. Gibboney Associates, Inc. under Contract No. DAHC19-76-C-0076 with the U.S. Army Research Institute for the Behavioral and Social Sciences is conducting research to develop a mechanism for providing objective feedback from the field regarding the adequacy of occupational training.

As a part of this research the contractor has been charged with defining the criticality dimensions for the job element requirements (tasks) of tank and reconnaissance company commanders and platoon leaders. Although a survey will be made of incumbents in these positions in order to obtain their opinions, it is desirable to obtain the opinion of experts at the Armor School for comparison of data.

Please take about 30 minutes to read the definitions of the values or dimensions which are to be assigned to the various tasks performed by a tank/reconnaissance company/platoon commander, turn the page and place the appropriate number under the column headed "Respondent's Opinion" to the left of each task listed on the following pages. Use the definitions as written, but reword them if you would like to suggest improvements or refinements for future research. The columns headed "Duty Module" and "Code" are for identification and codification only.

If upon completing the attached list there are additional tasks which you think should be added, please do so on the back of the last page and indicate the critical value which you would assign each additional task.

Your name is not needed; however, it is requested that you indicate your rank and whether your background is primarily in tank or reconnaissance units.

When completed, please place the list of tasks in the accompanying self-addressed envelope for return to the contractor.

Your cooperation in this research for the Army is appreciated.

VALUE OR  
DIMENSION

DEFINITION

- |   |   |
|---|---|
| 0 | Tasks are not relevant to survivability or to mission accomplishment or are not performed by incumbent.   |
| 1 | Tasks whose successful performance contribute towards high morale and efficient operations but are not critical to mission accomplishment or survivability on the battlefield.  |
| 2 | Tasks which are important in order to comply with regulations, demonstrate leadership, and maintain discipline and combat readiness, but which are not critical to mission accomplishment or survivability on the battle field. |
| 3 | Tasks which are essential to the accomplishment of the unit mission or to survivability on the battlefield.   |

Grade of Respondent \_\_\_\_\_

(Tanks) (Reconnaissance)

Cross Out Least Applicable



PART I OF EXPERTS SCREENING OF DUTY MODULE TASKS  
TO ELIMINATE LEAST APPLICABLE BEFORE CONVERSION  
INTO PCCW FOR COMPANY/TROOP COMMANDERS.

AVERAGE Respondent's Opinion		Duty Module	Code	Task
GARRISON	COMBAT			
0.4	0.1	0-A-2	0013	Prepare daily bulletin or similar publication.
0.1	0.0	0-A-2	0021	Provide for reproduction and duplication services.
1.3	1.0	0-A-2	0004	Prepare and review unit journal, historical records, and morning report (or change reports for centralized systems).
1.6	1.6	0-A-2	0006	Establish and monitor arrangements for collection and distribution of mail within unit.
0.4	0.4	0-A-2	0007	Establish and operate unit message center.
0.9	0.4	0-A-2	0017	Establish and operate suspense system.
1.7	1.7	0-A-2	0018	Authenticate orders and official correspondence.
1.1	0.4	0-A-2	0019	Establish and post files of records and regulations.
0.9	0.4	0-A-2	0020	Schedule appointments, conferences, and other such activities.
1.4	1.4	0-A-11	0084	Perform maintenance record administration in unit.
2.0	1.1	0-E-1	0278	Prepare lesson plans for training.
1.1	0.4	0-E-1	0290	Post training records, training publications, and submit training reports.
1.1	0.9	0-A-2	0003	Prepare and review administrative correspondence, memoranda, and reports.
1.4	0.6	0-A-2	0005	Administer unit funds.
1.1	0.7	0-A-2	0008	Screen incoming correspondence and distribute for action or information.
2.0	2.3	0-A-2	0012	Review, interpret and apply directives and information.

AVERAGE Respondent's Opinion		Duty Module	Code	Task
GARRISON	COMBAT			
1.7	1.0	0-A-2	0014	Prepare administrative SOPs and instruction.
2.3	2.6	0-A-2	0015	Monitor security of classified documents.
2.0	1.9	0-A-3	0022	Issue formal admonitions and reprimands.
1.7	1.6	0-A-3	0023	Prefer charges.
1.0	0.9	0-A-3	0024	Appoint investigating officers, boards and members of courts-martial.
1.9	1.9	0-A-3	0025	Review and take command action on findings of investigating officers, courts, and boards.
1.9	1.9	0-A-3	0026	Exercise authority of non-judicial punishment under UCMJ.
2.0	2.0	0-A-10	0076	Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.
2.3	2.3	0-A-10	0077	Investigate and seek information to counsel, advise, or assist subordinates.
2.0	1.9	0-A-10	0078	Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.
2.6	2.7	0-A-10	0079	Evaluate subordinates.
2.6	2.6	0-A-11	0080	Operate "motor stables" or similar activity for care and maintenance of vehicles, aircraft and associated equipment.
2.6	2.6	0-A-11	0081	Monitor care and maintenance and security of weapons and other equipment.
1.7	0.7	0-A-11	0082	Monitor care, security, and maintenance of facilities, grounds, and installation property in unit custody.

Respondent's Opinion		Duty Module	Code	Task
GARRISON	COMBAT			
1.9	2.0	0-A-11	0083	Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.
2.3	2.1	0-A-11	0085	Inspect troops, equipment and facilities.
1.6	1.0	0-E-1	0277	Prepare training schedules in accordance with training programs and directives.
1.7	1.1	0-E-1	0279	Arrange for training areas, training materials and aids.
1.3	0.7	0-E-1	0280	Teach formal classes by lecture.
2.0	1.9	0-E-1	0281	Conduct group instruction.
2.0	1.6	0-E-1	0282	Conduct demonstrations.
2.4	1.6	0-E-1	0283	Conduct individual on-the-job training.
2.4	2.0	0-E-1	0284	Conduct practical applicatory team training.
2.3	1.3	0-E-1	0285	Manage range firing.
2.4	2.0	0-E-1	0286	Conduct physical training.
2.4	2.3	0-E-1	0287	Conduct unit operational training exercises.
2.7	1.9	0-E-1	0288	Monitor and inspect training.
3.0	2.0	0-E-1	0289	Test and evaluate training status and proficiency.
2.1	2.3	0-U 1	0800	Employ armor vehicle launch bridge.
2.6	3.0	0-U-1	0787	Interpret orders, obtain intelligence and other information pertaining to mission.
2.9	3.0	0-U-1	0788	Evaluate relevant factors including mission, enemy, terrain, and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation.

Respondent's Opinion		Duty Module	Code	Task
GARRISON	COMBAT			
3.0	3.0	0-U-1	0789	Plan disposition and employment of unit.
2.4	2.6	0-U-1	0790	Arrange for and coordinate fire support.
3.0	3.0	0-U-1	0791	Issue orders to carry out unit's mission.
2.9	3.0	0-U-1	0792	Inform own, superior, subordinate, and adjacent units on situation.
1.9	2.4	0-U-1	0793	Coordinate actions with friendly units and civil authorities.
2.3	3.0	0-U-1	0794	Evaluate operations progress and modify orders as the situation warrants.
2.7	2.9	0-U-1	0795	Check personnel, weapons, equipment and supplies, and prepare for further operations.
2.4	2.9	0-U-1	0796	Plan and employ communications.
2.7	3.0	0-U-1	0797	Employ surveillance radar, sensing devices, and take other measures to establish local security.
1.7	2.1	0-U-1	0798	Employ and coordinate use of rotary wing aircraft in tactical operations.
2.7	2.9	0-U-1	0799	Assign personnel to duty, inspect work, train in proper procedures and provide leadership.
2.7	2.9	0-U-3	0808	Advise commander and others concerning reconnaissance.
2.1	2.6	0-U-3	0809	Interpret orders, evaluate intelligence and other information pertaining to mission, and make estimate of situation.
3.0	3.0	0-U-3	0810	Reconnoiter and select observation positions, areas or routes of responsibility, and fire positions.
2.9	3.0	0-U-3	0811	Plan and execute application of listening posts and surveillance devices in night operations.

Respondent's Opinion		Duty Module	Code	Task
GARRISON 2.1	COMBAT 2.4	0-U-3	0812	Arrange for and coordinate fire support and support of other combat units.
2.6	3.0	0-U-3	0813	Coordinate operations with higher, adjacent and subordinate units.
2.7	3.0	0-U-3	0814	Control operations and modify orders as situation dictates.
2.4	3.0	0-U-3	0815	Render reports on tactical situation and developments.
1.7	2.6	0-U-3	0816	Employ aerial reconnaissance and attack unit.
1.6	2.1	0-U-6	0832	Fight enemy at close range with individual weapons or in hand-to-hand combat.
2.6	3.0	0-U-6	0833	Employ night vision equipment in reconnaissance and target identification.
2.3	3.0	0-U-6	0834	Sense effect of fire and adjust fire accordingly.
1.1	1.9	0-U-6	0835	Drive vehicle in combat when regular operator is incapacitated or unavailable.
1.9	2.4	0-U-6	0836	Employ first aid.
1.7	2.4	0-U-6	0837	Operate crew-served weapons when regular crew is depleted.
2.3	2.9	0-U-6	0838	Operate field telephone and voice radio.
1.4	2.1	0-U-6	0839	Serve in patrols as required by the tactical situation.

Respondent's Opinion		<u>Duty Module</u>	<u>Code</u>	<u>Task</u>
Garrison	Combat			
1.6	1.3	0-F-1	0309	Prepare supply SOP and directives for unit supply.
2.3	2.0	0-F-1	0310	Determine unit requirements and prepare requisitions.
2.3	2.0	0-F-1	0311	Arrange for drawing and turn-in of supplies, equipment, and weapons.
2.3	2.0	0-F-1	0312	Store, secure, control, and issue unit supplies, equipment and weapons.
1.6	1.3	0-F-1	0313	Prepare unit property and supply records and reports.
0.7	0.7	0-F-1	0314	Prepare individual clothing and equipment records.
2.0	2.3	0-F-1	0315	Inspect condition and verify quantities of organizational equipment, weapons, and supplies.
1.3	0.3	0-F-1	0316	Prepare reports of survey and droppage certifications.
1.3	0.7	0-F-1	0317	Process items for repair and salvage.
1.3	1.3	0-F-1	0318	Arrange for laundry and dry cleaning services and footgear repair.

PANEL OF EXPERTS SCREENING OF DUTY MODULE TASKS TO ELIMINATE LEAST  
APPLICABLE BEFORE CONVERSION INTO PCC'S FOR PLATOON LEADERS

Average Respondent's Opinion		Duty Module	Code	Task
GARRISON	COMBAT			
0.2	0.0	0-A-2	0013	Prepare daily bulletin or similar publication.
0.0	0.0	0-A-2	0021	Provide for reproduction and duplication services.
0.2	0.0	0-A-2	0004	Prepare and review unit journal, historical records, and morning report (or change reports for centralized systems).
0.6	0.6	0-A-2	0006	Establish and monitor arrangements for collection and distribution of mail within unit.
0.0	0.0	0-A-2	0007	Establish and operate unit message center.
0.4	0.2	0-A-2	0017	Establish and operate suspense system.
0.2	0.0	0-A-2	0018	Authenticate orders and official correspondence.
0.8	0.7	0-A-2	0019	Establish and post files of records and regulations.
1.0	0.4	0-A-2	0020	Schedule appointments, conferences, and other such activities.
2.0	1.4	0-A-11	0084	Perform maintenance record administration in unit.
1.4	0.2	0-E-1	0278	Prepare lesson plans for training.
1.4	0.0	0-E-1	0290	Post training records, training publications, and submit training reports.
0.4	0.0	0-A-2	0003	Prepare and review administrative correspondence, memoranda, and reports.
0.0	0.0	0-A-2	0005	Administer unit funds.
0.0	0.0	0-A-2	0008	Screen incoming correspondence and distribute for action or information.
1.6	1.6	0-A-2	0012	Review, interpret and apply directives and information.

AVERAGE  
Respondent's  
Opinion  
GARRISON COMBAT  
1.8 1.6

2.4 2.4

1.2 0.6

0.8 1.4

0.0 0.0

0.0 0.0

1.4 0.2

2.4 2.2

2.4 2.2

2.2 2.0

2.4 2.4

2.0 1.4

2.4 2.2

1.8 1.2

Duty  
Module

Code

Task

0-A-2

0014

Prepare administrative SOPs and instruction.

0-A-2

0015

Monitor security of classified documents.

0-A-3

0022

Issue formal admonitions and reprimands.

0-A-3

0023

Prefer charges.

0-A-3

0024

Appoint investigating officers, boards and members of courts-martial.

0-A-3

0025

Review and take command action on findings of investigating officers, courts, and boards.

0-A-3

0026

Exercise authority of non-judicial punishment under UCMJ.

0-A-10

0076

Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.

0-A-10

0077

Investigate and seek information to counsel, advise, or assist subordinates.

0-A-10

0078

Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.

0-A-10

0079

Evaluate subordinates.

0-A-11

0080

Operate "motor stables" or similar activity for care and maintenance of vehicles, aircraft and associated equipment.

0-A-11

0081

Monitor care and maintenance and security of weapons and other equipment.

0-A-11

0082

Monitor care, security, and maintenance of facilities, grounds, and installation property in unit custody.



Respondent's Opinion		Duty Module	Code	Task
<u>GARRISON</u>	<u>COMBAT</u>			
2.2	2.2	0-A-11	0083	Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.
2.2	2.2	0-A-11	0085	Inspect troops, equipment and facilities.
1.4	0.2	0-E-1	0277	Prepare training schedules in accordance with training programs and directives.
1.4	0.2	0-E-1	0279	Arrange for training areas, training materials and aids.
1.0	0.0	0-E-1	0280	Teach formal classes by lecture.
2.2	0.8	0-E-1	0281	Conduct group instruction.
1.8	0.6	0-E-1	0282	Conduct demonstrations.
2.4	1.8	0-E-1	0283	Conduct individual on-the-job training.
2.4	2.2	0-E-1	0284	Conduct practical applicatory team training.
2.0	0.6	0-E-1	0285	Manage range firing.
2.2	1.0	0-E-1	0286	Conduct physical training.
2.4	1.6	0-E-1	0287	Conduct unit operational training exercises.
2.0	1.0	0-E-1	0288	Monitor and inspect training.
2.4	1.2	0-E-1	0289	Test and evaluate training status and proficiency.
1.4	1.6	0-U 1	0800	Employ armor vehicle launch bridge.
2.8	1.0	0-U-1	0787	Interpret orders, obtain intelligence and other information pertaining to mission.
2.8	3.0	0-U-1	0788	Evaluate relevant factors including mission, enemy, terrain, and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation.

Respondent's  
Opinion

GARRISON COMBAT

2.8 3.0

1.4 3.0

3.0 3.0

2.4 3.0

1.8 2.6

2.2 3.0

2.2 3.0

2.4 3.0

1.9 2.8

1.6 2.4

2.4 2.5

2.2 2.5

2.2 3.0

2.2 3.0

2.2 3.0

Duty  
Module

Code

Task

0-U-1

0789

Plan disposition and employment of unit.

0-U-1

0790

Arrange for and coordinate fire support.

0-U-1

0791

Issue orders to carry out unit's mission.

0-U-1

0792

Inform own, superior, subordinate, and adjacent units on situation.

0-U-1

0793

Coordinate actions with friendly units and civil authorities.

0-U-1

0794

Evaluate operations progress and modify orders as the situation warrants.

0-U-1

0795

Check personnel, weapons, equipment and supplies, and prepare for further operations.

0-U-1

0796

Plan and employ communications.

0-U-1

0797

Employ surveillance radar, sensing devices, and take other measures to establish local security.

0-U-1

0798

Employ and coordinate use of rotary wing aircraft in tactical operations.

0-U-1

0799

Assign personnel to duty, inspect work, train in proper procedures and provide leadership.

0-U-3

0808

Advise commander and others concerning reconnaissance.

0-U-3

0809

Interpret orders, evaluate intelligence and other information pertaining to mission, and make estimate of situation.

0-U-3

0810

Reconnoiter and select observation positions, areas or routes of responsibility, and fire positions.

0-U-3

0811

Plan and execute application of listening posts and surveillance devices in night operations.

AVERAGE Respondent's Opinion		Duty Module	Code	Task
GARRISON	COMBAT			
2.0	3.0	0-U-3	0812	Arrange for and coordinate fire support and support of other combat units.
2.2	3.0	0-U-3	0813	Coordinate operations with higher, adjacent and subordinate units.
2.4	3.0	0-U-3	0814	Control operations and modify orders as situation dictates.
1.8	3.0	0-U-3	0815	Render reports on tactical situation and developments.
1.6	3.0	0-U-3	0816	Employ aerial reconnaissance and attack unit.
1.0	2.2	0-U-6	0832	Fight enemy at close range with individual weapons or in hand-to-hand combat.
1.5	3.0	0-U-6	0833	Employ night vision equipment in reconnaissance and target identification.
1.6	3.0	0-U-6	0834	Sense effect of fire and adjust fire accordingly.
1.0	2.6	0-U-6	0835	Drive vehicle in combat when regular operator is incapacitated or unavailable.
2.0	2.4	0-U-6	0836	Employ first aid.
1.6	2.8	0-U-6	0837	Operate crew-served weapons when regular crew is depleted.
2.2	3.0	0-U-6	0838	Operate field telephone and voice radio.
1.4	2.6	0-U-6	0839	Serve in patrols as required by the tactical situation.

AVERAGE Respondent's Opinion		Duty Module	Code	Task
Garrison	Combat			
0.8	0.5	O-F-1	0309	Prepare supply SOP and directives for unit supply.
2.0	1.8	O-F-1	0310	Determine unit requirements and prepare requisitions.
1.8	1.5	O-F-1	0311	Arrange for drawing and turn-in of supplies, equipment, and weapons.
1.5	1.5	O-F-1	0312	Store, secure, control, and issue unit supplies, equipment and weapons.
1.8	1.3	O-F-1	0313	Prepare unit property and supply records and reports.
0.5	0.3	O-F-1	0314	Prepare individual clothing and equipment records.
2.0	1.8	O-F-1	0315	Inspect condition and verify quantities of organizational equipment, weapons, and supplies.
1.0	0.5	O-F-1	0316	Prepare reports of survey and droppage certifications.
1.0	1.0	O-F-1	0317	Process items for repair and salvage.
1.0	0.8	O-F-1	0318	Arrange for laundry and dry cleaning services and footgear repair.